

COMMERCE

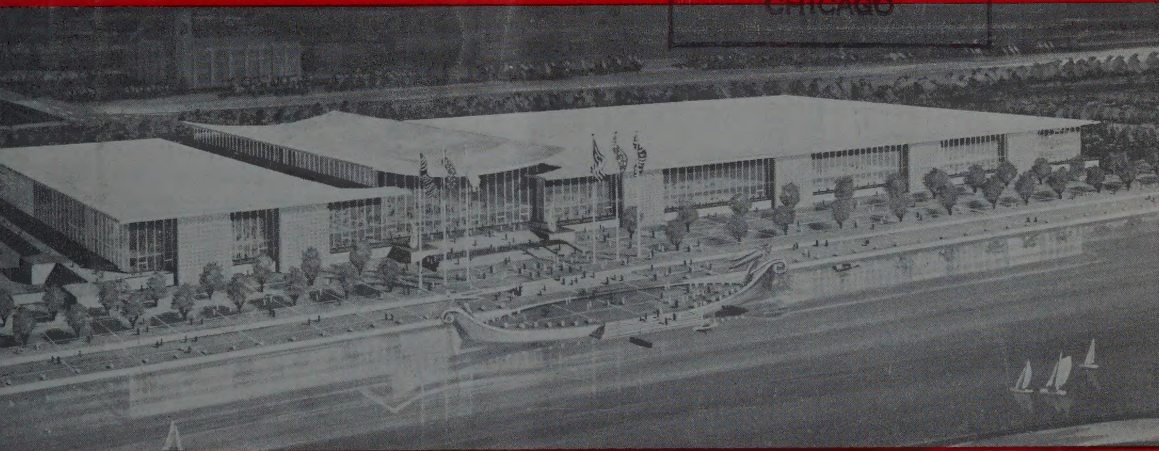
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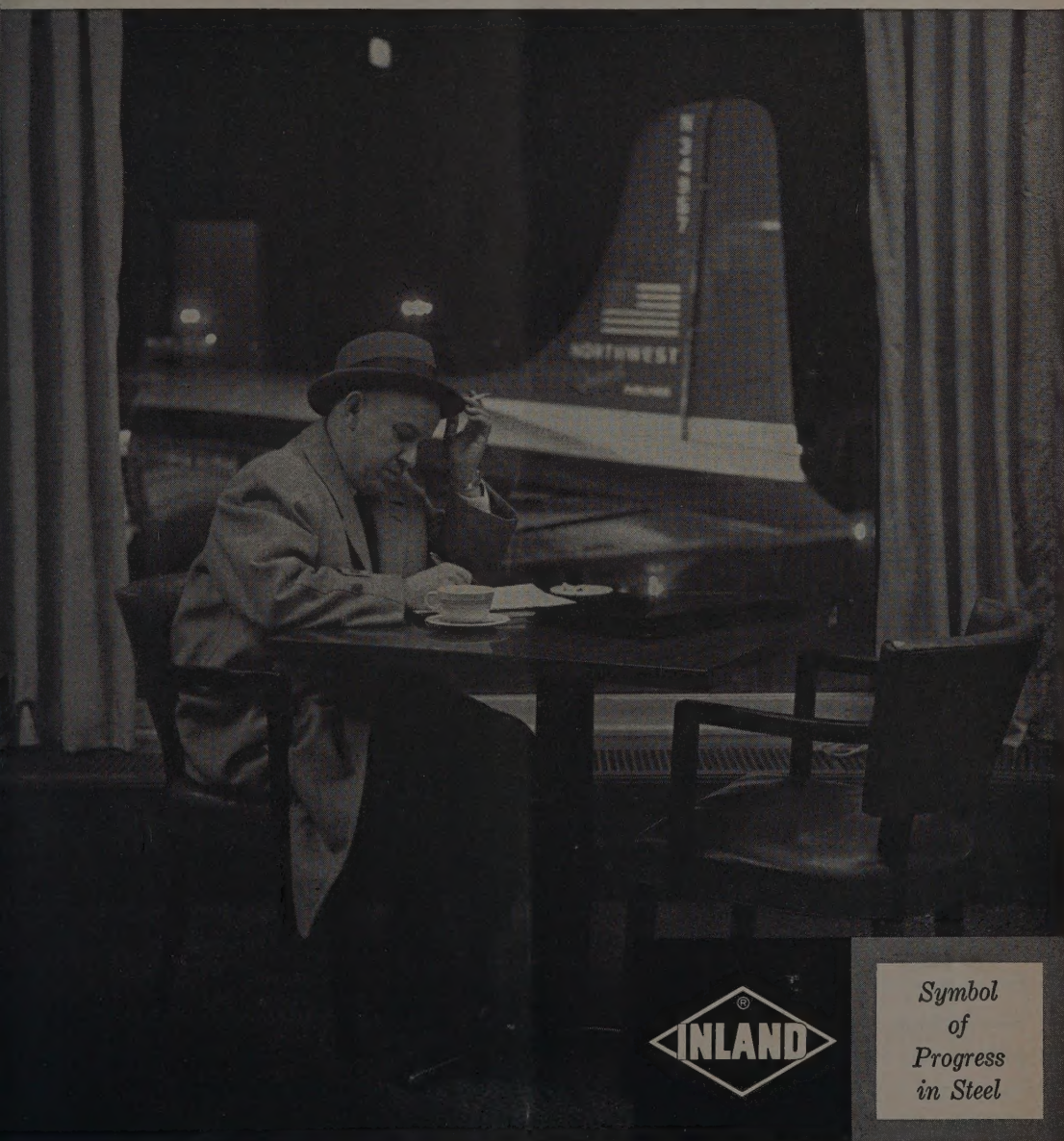
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statistics of...

Chicago Business

	October, 1957	September, 1957	October, 1956
Building permits, Chicago	2,475	2,540	
Cost	\$ 20,329,442	\$ 34,438,926	\$ 20,461,000
Real estate transfers, Cook Co.	6,258	6,561	
Consideration	\$ 4,771,712	\$ 3,664,352	\$ 7,297,000
Bank clearings, Chicago	\$ 5,176,873,036	\$ 4,852,021,498	\$ 5,122,411,000
Bank debits to individual accounts:			
7th Federal Reserve District	\$29,611,000,000	\$27,916,000,000	\$28,334,000,000
Chicago only	\$15,166,496,000	\$14,256,075,000	\$14,159,441,000
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks	\$ 4,253,000,000	\$ 4,261,000,000	\$ 3,925,000,000
Midwest Stock Exchange transactions:			
Number of shares traded	2,612,061	1,698,536	1,710,000
Market value of shares traded	\$ 78,518,313	\$ 59,597,785	\$ 73,489,000
L.C.L. merchandise cars, Chicago area	15,398	13,628	10,000
Electric power production, kwh, Comm. Ed. Co.	1,744,524,000	1,615,089,000	1,665,970,000
Industrial gas sales, therms, Chicago	15,749,042	14,165,120	15,541,000
Steel production (net tons), metropolitan area	1,710,000	1,642,900	1,980,000
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division	39,001,591	36,328,347	45,870,000
Rapid transit division	9,528,512	8,471,275	10,360,000
Postal receipts, Chicago*	\$ 13,188,110	\$	\$ 14,520,000
Air passengers, scheduled, Midway and O'Hare airports:			
Arrivals	457,860	461,487	430,000
Departures	465,468	465,395	450,000
Consumers' Price Index (1947-49=100), Chicago	124.7	124.3	
Receipts of salable livestock, Chicago	464,000	387,693	510,000
Unemployment compensation claimants, Cook & DuPage counties	28,521	31,244	20,000

*Postal Department now reports in four-week rather than monthly periods. Comparable figure for 1956 is not available.

January, 1958, Tax Calendar

Date Due	Tax	Returnable to
1	Renew city business licenses which expired Dec. 31	City Collector
15	Illinois Retailers' Occupation Tax and MROT return and payment for month of Dec., 1957	Dept. of Revenue (I)
15	Final payment of 1957 estimated tax, with any final amendments. (See Jan. 31.) Farmers file declarations and pay estimated tax for 1957	District Dir. of Int. Rev.
15	If total Income and Social Security Taxes (O.A.B.) withheld from employee plus employer's contribution in December exceeds \$100, pay amount to or remittance may be made at end of month with quarterly return directly to	Authorized Depository District Dir. of Int. Rev.
31	File employer's application for termination of coverage report for employers who did not have employment experience in 1957 equal to four or more employees for 20 weeks	Director, Dept. of La
31	Ill. Unemployment Compensation contribution and wage report and payment for fourth quarter of 1957	Director, Dept. of La
31	Quarterly return and final payment (by depositary receipts or cash) of income taxes withheld by employers for last quarter of 1957; must be accompanied by W-3; also copy A of W-2	District Dir. of Int. Rev.
31	Federal Old Age Benefit Tax for last quarter of 1957, return and payment (on first \$4,200)	District Dir. of Int. Rev.
31	Federal Unemployment Compensation Tax for 1957	District Dir. of Int. Rev.
31	Federal Excise Tax return and payment due for last quarter, 1957	District Dir. of Int. Rev.
31	Final Income Tax return for individuals (other than farmers) in lieu of filing a Jan. 15 estimate with final tax payment	District Dir. of Int. Rev.



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COMMERCE

Magazine

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December, 1957

Volume 54

Number 11

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Ground breaking for the Chicago Exposition Center at 23rd Street and the lake front will

start about the third week in December according to Edward J. Lee, general manager of the Center. The two architect's drawings on our cover give an overall view of the Center and a close-up of the main entrance and fountain area.

The civic Exposition Center will have overall dimensions of 840 feet by 330 feet according to the architectural commission, backed up by Shaw, Metz and Dolio, chief architects; Holabird, Root & Burgee; Edward D. Stone; and Ralph H. Burke, Inc. Total square footage of the Center will be 635,800 square feet, providing more than 14.5 acres under one roof for the expositions, civic events, and many-purpose activities which the Center will make possible.

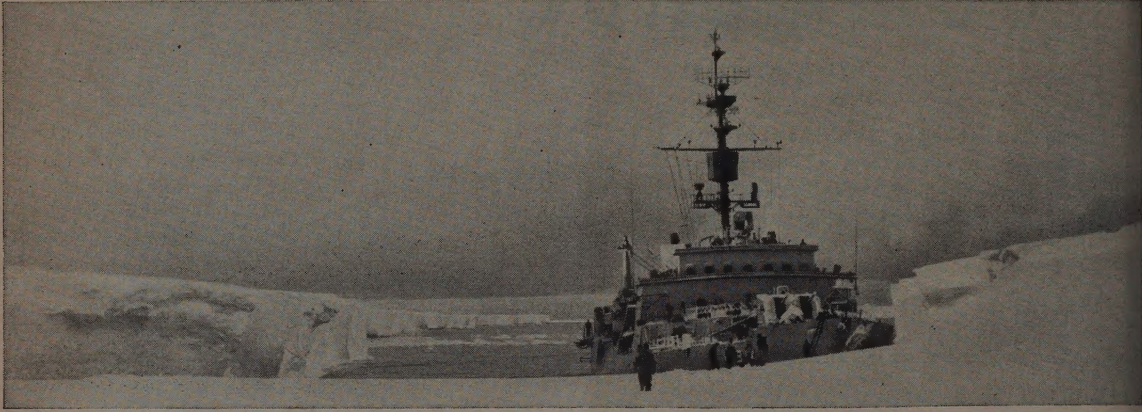
Situated on 52 acres, which will be beautifully landscaped, the new lake-front Exposition Center is expected to become one of the landmarks of the world. The outdoor exhibition plaza will be 120 feet by 1,300 feet along the lake front. Within the building there will be 12 meeting rooms, each able to handle up to 600 persons or divisible into smaller rooms. In addition there will be over 300,000 square feet of inside space for exhibitions and displays. There will also be a theater with a seating capacity of 5,000.

In all, the Center is expected to be able to handle 20,000 visitors an hour. Three types of dining facilities will be provided. One self-service unit will handle 2,400 in three hours; a sit-down dining area will take care of 1,200 in three hours; numerous snack-bar counters will also be in operation.

Provision is being made also to expedite traffic to and from the Center. Separate lanes for private auto, taxis, and buses will be provided. Indoor and outdoor parking space for more than 2,000 cars will be available.

When will the Exposition Center be completed and open for business? June 1, 1959, is the target or "challenge" date set for completion according to Center officials. This will be in time for the International Fair of 1959 to be sponsored by the Chicago Association of Commerce & Industry.

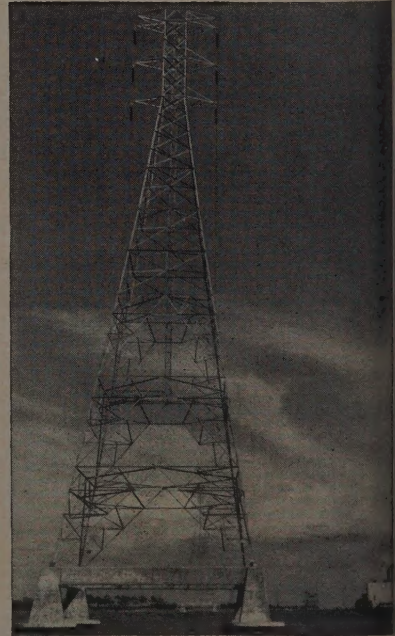
Only STEEL can do so many jobs so well



Operation Deep Freeze. Last year, to prepare Antarctic base sites for the present International Geophysical Year, U. S. Navy Task Force 43 made an almost complete circle around Antarctica. Lead vessel was the USS Glacier, powerful pride of the Navy's icebreaker fleet. In this startling picture, the Glacier pokes her tough steel nose into the desolate Atka Bay ice barrier so that scientists and Navy men can reconnoiter and plant the American flag.



The Finest Printing is Done on Clay. High-gloss papers (called enamel-coated) are covered with a thin coating of smooth, hard, lustrous clay to keep printing inks from being absorbed into the paper fibers. That clay is mixed in tanks like this one. Tanks are stainless steel because nothing else can withstand the grinding action of the clay and at the same time keep it pure and white. In fact, this stainless tank has lasted seven times as long as the previous non-stainless tank.



High Line At Low Cost. These gigantic electrical transmission towers are 198 feet high—because they must provide 100 feet of clearance for ships passing underneath in Old Tampa Bay, Florida. By using a special USS MAN-TEN High Strength Steel, 6½ tons were trimmed off the weight of each tower. The total money saving for four towers amounted to \$7,200 . . . far more than the slight extra cost of the high strength steel. Another job well done with steel!

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The Editor's Page

Extend Reciprocal Trade

One of the most critical of the many controversial issues which Congress will face when it convenes in January is the question of extending the Reciprocal Trade Agreements Act. This law has been the cornerstone of United States foreign trade policy for the past 23 years. It authorizes the President to enter into trade agreements with foreign governments and to make changes in our tariff and other import restrictions in return for reciprocal concessions from other countries.

The act is designed to increase international trade. It has permitted gradual and selective tariff reductions giving public consideration to each reduction before it is made and providing opportunity for reconsideration when serious injury to domestic industry has occurred or has been threatened.

The present Reciprocal Trade Agreements Act expires June 30, 1958. The administration has indicated it will seek a new extension, possibly for as long as five years.

Total U. S. export-import trade now exceeds \$30 billion a year and is estimated to account for at least five million jobs in this country. In 1934, when the reciprocal trade agreements program was launched, our foreign trade amounted to only \$3¼ billion. No small part of the credit for this growth must be given to the program.

Looking ahead, it is now more essential than ever that the Reciprocal Trade Agreements Act be strengthened and extended. We, and the other nations of the free world, depend more and more for our mutual economic well being on international commerce. This trade has contributed materially to the advancing standard of living which this country and its principal allies all have enjoyed since the end of World War II. It has contributed importantly also to our international security and that of our allies. Not only has it helped build industrial might, but it strengthens our access to strategic materials which we lack.

Most of the nations of the free world are still suffering from a so-called dollar gap; that is, their purchases from the United States exceed their dollar earnings from sales and services to us. We have been making up the gap largely through foreign aid and military programs. With a continuance of the reciprocal trade program, our government can work toward elimination of the trade gap by constructive tariff action.

The Soviet Union has been playing its trump cards in the duel for world leadership, flaunting its technological triumph for all nations to contemplate. It is not too much to say that the unity of the free world and the position of the United States as its leader will

depend in no small measure on whether and how Congress extends the Reciprocal Trade Agreements Act.

Social Security Demands

Political pressures to increase Social Security benefits are relentless.

Last year, Congress extended Social Security coverage to new occupations and lowered from 65 to 62 the age at which women would become eligible for benefits.

Now it is facing startling new demands.

The AFL-CIO has proposed hospital and medical care for the 10 million persons receiving benefits and a benefit hike which would increase maximum benefits from \$108.50 to \$150 a month.

To finance these changes, the unions advocate an increase in the tax rate and wage base which would hike maximum taxes \$70 a year for an employee, \$70 a year for his employer and \$105 a year for the self-employed.

Social Security actuaries have estimated these taxes would fall at least 15 per cent short of the additional costs!

Nevertheless, the unions are pushing these demands in the face of Social Security officials' report that benefits will exceed tax collections this year and again in 1958 and 1959.

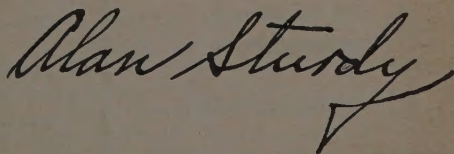
We'd better substitute caution for irresponsible demands in a hurry if we are going to keep Social Security on anything like a sound basis.

Six Tests For Spending

J. Cameron Thomson of the Committee for Economic Development suggests six tests to apply to every demand for new or increased federal expenditures. Here they are:

1. Does the request fill a real need?
2. Is it a need which only government can supply?
3. Must the need be met by the federal government?
4. Will spending by the federal government meet the need to a degree to make it worthwhile?
5. If it is an extension of an existing program, has the spending on this program been efficient?
6. Must the spending be done now?

If these tests were applied, and the honest answers firmly acted upon, we would very likely find that the increased defense spending that now appears essential could be amply covered within the present total budget.



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Here...There... and Everywhere

• **Spending Peak**—Figures compiled by the U. S. Bureau of the Budget on a calendar year basis show that federal, state, and local expenditures combined added up to \$105.2 billions for 1956. This total was \$5.2 billions higher than the year before, and the gain was almost equally divided between federal and combined state and local outlays. It was \$2.1 billions above the previous peak for overall government spending of \$103.1 billions, originally established in 1944 during World War II and duplicated in 1953 as the result of the Korean War.

• **Aluminum Gains Most**—Aluminum has had by far the biggest growth in annual capacity of the selected industries studied by the National Industrial Conference Board, with an increase of 108 per cent in the 1952-57 period. The second biggest increase, amounting to just under 36 per cent in the five-year period, was in synthetic fibers. Other increases in annual capacity between 1952 and 1957 were cement, 27 per cent; paperboard, 26.8; steel ingots and petroleum products, 22.9 each; paper, 18.3; and pig iron, 17.6.

• **Life Expectancy, 1900-55**—The following table gives a long view of the growth of the average life expectancy (in years) of a man at birth in the United States, with its effect on his productive and nonproductive years:

Year	Life Ex- pectancy	Work Life Expectancy	Years Out- side Labor Force*
1900	48.2	32.1	16.1
1940	61.2	38.3	22.9
1950	65.5	41.9	23.6
1955	66.5	42.0	24.5

*Years spent in growing up and getting an education, and in retirement.

Source: U. S. Department of Labor.

• **Slight Rise in Prices**—Consumer prices hit a new high for the 13th consecutive month in September, 1957. The 0.2 per cent rise in the

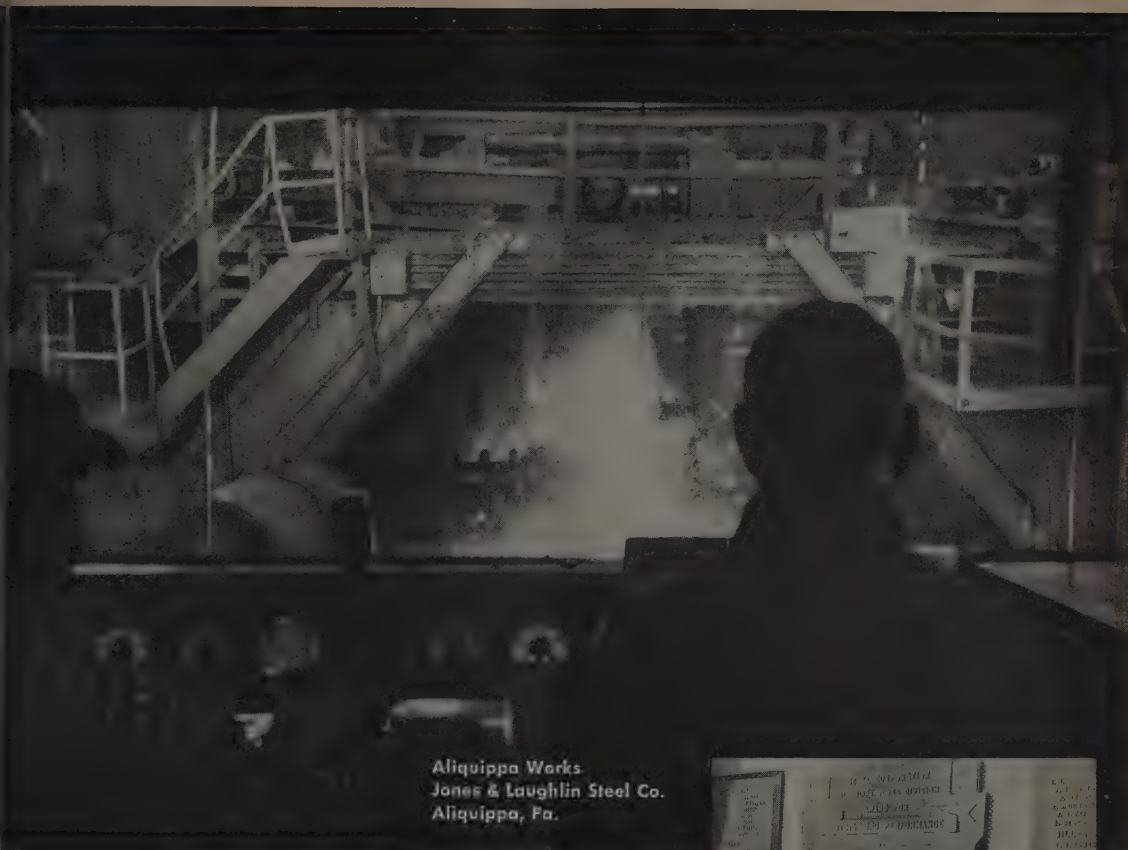
retail price level, recorded by the National Industrial Conference Board's consumer price index, was however, the smallest change recorded since the seasonal upswing started last May. The latest price hike set the all-items index for the United States at 105.3 (1953=100), 2.8 per cent above year-ago level. Purchasing power of the consumer dollar declined to 95.0 cents (1953 dollar=100 cents), which was 2 cents below the September, 1956 level.

• **Retirement Booklet**—Retirement Education, Inc., Caxton Building, Cleveland 15, Ohio, has published a new booklet, "A Preview of the Leisure Years." It is designed for distribution to men and women 50 or more years of age. It explores such subjects as general attitudes toward retirement, the importance of developing potentially useful activities, financial planning for the future, Social Security, the protection of health, where to live in retirement and travel. Single copies may be obtained free of charge directly from the publisher.

• **Illinois Forest Fires**—Over 10,500 acres of the timberland in Illinois was scorched in 1956, an average of 42.2 acres per fire, according to A. C. Foley, chairman of the Illinois Forest Industries Committee. He issued the statistics along with a warning that this time of year is the critical forest fire season.

• **Engineers' Salaries**—Salary levels of engineering, scientific, and administrative employees in American industry rose an average of 5.1 per cent between June, 1956, and June, 1957, according to a survey of the American Management Association. This increase is appreciably lower than the 8.6 per cent average

(Continued on page 31)



Aliquippa Works
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Not only does J&L's Aliquippa Mill hold the world's record for ingots rolled in an eight hour turn (576), but they've set a year-in, year-out average of an ingot per minute!

How do they sustain this production for such long periods?

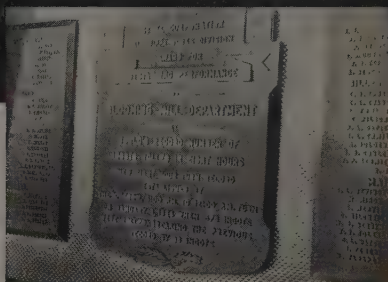
One answer lies in their modern, 44-inch, two-high reversing unit, powered by four 3000 h. p. motors arranged in tandem twin drive.

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Award for 8-Hour Turn Record is displayed proudly outside mill. J&L smashed previous record by 38 ingots—rolled up new total of 576! Year-in and year-out, the plant averages an ingot a minute, with flawless lubrication provided by Cities Service.



Four 3000 h.p. Motors power the blooming mill at J&L's Aliquippa Works. These are 70 to 140 rpm, double-armature units arranged in tandem twin drive. At 70 rpm, they can reverse in under a second. Equally flexible is the mill's lubricant—Cities Service EP-21.

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**Trends...
in Finance
and Business**

• **Yuletide Office Parties** — Office workers can take cheer in the news that the odds are almost three to two they can enjoy an office Christmas party this year if they wish; with all expenses paid for by their company; with the party held in the evening or on a weekend at a club, restaurant, or hotel. And if they don't want to go, office workers won't have to but there is quite a trend toward inviting the workers' families too. This and many other interesting insights into the pros and cons of Yuletide celebration in offices are revealed by a national survey of almost 1,000 firms of all types and sizes on the subject by the National Office Management Association. Here's what the survey shows:

About two out of three of the firms report that they expect to have an office Christmas party this year — just about the same number as last year. Most executives are in favor of these parties (over 3/4 say they "improve employee morale"). Some executives, however, have reservations about alcoholic beverages at the party (of those who like the idea of office parties, 16 per cent say they are O.K. "if liquor is limited").

Liquor is the chief objection to Christmas parties also among executives who don't like such parties; 44 per cent of them feel that "liquor causes problems." Others object because Christmas parties "interfere with personal time or are a waste of time" (19 per cent); because "mixed sexes (and liquor) cause problems" (15 per cent); and because "employees are incompatible or have different ideas" (11 per cent).

In spite of the feeling among many executives that the consumption of alcoholic beverages at office

Christmas parties should be limited or forbidden, it still will be furnished free by over half of all companies as part of the refreshments at their 1957 parties. Another 19 per cent say they will permit employees either to bring or purchase alcoholic beverages for consumption at their party. However, where the parties are held on company property liquor is becoming increasingly frowned upon. Half of such parties will be "dry."

For two out of three Christmas parties this year, the complete tab will be picked up by the employer. One out of six, however, expects the employee to bear the whole expense. The remainder (16 per cent) will ask the employee to share a part of the cost.

Sixty-one per cent of the companies surveyed report that they plan to hold their office Christmas parties after working hours — 50 per cent in the evening, and 11 per cent on the weekend. About one third of the office parties will be held on the last working day before Christmas. Only about a third of the companies having office Christmas parties will have them on company property; the big majority will go to a restaurant, hotel, club, or to some other location. And wherever the party is held, less than one in ten companies requires the employee to attend.

One thing seems sure from the survey. There is a definite trend toward more office Christmas parties; and once a company starts having office Christmas parties, the chances are 99.44 per cent that they will continue to hold them although they may change the nature of the party.

• **Off-season Vacations** — Some companies are beginning to recog-

(Continued on page 25)

GAS AT WORK for Chicago's Industry



Six 30-foot continuous conveyor type Gas-fired ovens process over 5000 pounds of finished potato chips per hour at Jays Foods, Inc., Chicago.

Jays Foods, Inc., makers of the famous Jays potato chips, manufacture, package and distribute over 200,000 pounds of potato chips each week. Its new plant at 825 East 99th Street contains the largest individual potato chip processing operation in the world. Here, also, are produced other Jays specialties, popcorn, shoestring potatoes, rippled potato dippettes, cheezelets and oke-doke.

Gas plays an important part in potato chip production. It burns clean, provides easy to control heat that is so essential to food processing. For information on how Gas can serve you in your production operations, call WAbash 2-6000, Extension 2449. One of our industrial engineers will be glad to discuss Gas fuel and its economies as they apply to your plant.



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Higher Education's Fateful Assignment

By JOHN T. RETTALIATA

Science and liberal educational programs must be synthesized if tomorrow's managers are to be trained properly

THOMAS Henry Huxley, the English biologist and writer, speaking at the opening, in 1880, of Sir Josiah Mason's Science College in Birmingham, observed that in the opinion of the great majority of educated Englishmen of the time, a person versed in branches of knowledge other than literature . . . particularly that of Greek and Roman antiquity . . . was to be regarded as a "more or less respectable specialist."

The effective reply to a troublesome argument, he related, was to call its author a "mere scientific specialist." He was not "educated."

Thus, attacks on scientific and engineering education as being too narrow, heard so often today, are not new. Nor were they new when Huxley noted the neglect of science in the education of his contemporaries.

The comment heard today is that scientific and technological education is narrow and lacks the broadening influence of the humanities and the social sciences. One would be very shortsighted, indeed, if he

did not acknowledge that engineering education, like other courses of study, needs to be continually reviewed and revised in the light of changing conditions in the social and economic structure.

Thoughtful leaders in technological education concur in the idea that the well-rounded individual is the better equipped to serve the community and the nation. The expanding complexity of civilization and industry . . . the heavier responsibilities the engineer is being called upon to assume . . . his increased influence in management decisions . . . demonstrate that the engineer is no longer an isolated individual working away in his particular field.

The educational process for the

engineer must encompass vastly more than the imparting of scientific knowledge and achieving technological competence. He also should be intelligently informed in other areas embracing literature, history, economics, political science, and other subjects relating to the liberal arts field. The leading technological institutions are well equipped to accomplish this objective because they have stronger faculties in the arts and sciences than most liberal arts colleges.

The strengthening of the engineering curriculum in the fields of the humanities and social sciences has been a major development in technological education. Changes and extensions have steadily been effected to broaden the base of engineering education—and to build into the engineer the potentialities of widest effectiveness in our industrial civilization.

Also, there has been the development of the combined program between the liberal arts colleges and the engineering colleges. Illinois Institute of Technology has such arrangements with some thirty midwestern liberal arts colleges. The student spends the first three years at the liberal arts college and the next two at IIT. At the completion of the five-year period, he receives a



John T. Rettaliata

The author is president of Illinois Institute of Technology.

← Crown Hall, recently completed home of the departments of architecture and city and regional planning, and the Institute of Design, at Illinois Institute of Technology

bachelor of arts degree from the liberal arts college that he attended, and a bachelor of science degree in engineering from Illinois Tech.

The American Society for Engineering Education in 1956 published the results of a study of engineering curricula in which it revealed that many of our leading engineering colleges have developed carefully planned programs that provide a sound introduction to the humanities while simultaneously reinforcing the student's engineering education. In another report . . . an evaluation of engineering education covering the years 1952 to 1955, inclusive . . . the society presented ten recommendations aimed at the development of engineers capable of meeting both professional and social responsibilities. Three of the recommendations pertinent to this discussion were:

1. The inclusion of elective subjects in the curriculum so as to develop the special talents of individual students, to serve the varied needs of society, and to provide the flexibility of opportunity for gifted students.

2. A continuing, concentrated effort to strengthen and integrate work in the humanistic and social sciences into engineering programs.

3. An insistence upon the development of a high level of performances in the oral, written, and graphical communication of ideas.

Not a Static Proposition

The evaluation committee concurred with the recommendations of previous studies that about one-fifth of the curriculum should be devoted to humanistic and social subjects. Engineering education is not static. Its objective is, and will continue to be, to produce well educated people who are capable of fulfilling the needs of the times . . . now and in the future.

What about the liberal arts program — is it, as found in most institutions, adequate for today's needs?

Can a liberal arts program including little or none of the physical sciences produce persons qualified to exercise enlightened leadership in today's technological civilization? Can such persons be said to have a well-rounded educational background if they lack proper knowledge of

science and technology which play a vital role in our existence?

If it is important for the engineer to understand economics and the implications of history, and the arts, certainly it is equally important that the student pursuing a liberal education understand some of the problems and results of science and technology, and the facts of the nation's industrial growth.

The goal must be more understanding by the scientist of social problems, and more understanding of science by society generally. Attainment of this goal is essential to the solution of the problems of our complex and advancing technological civilization.

A Lack of Understanding

Lack of understanding is the basis of many of our problems. Automation is a timely example. There are, among the social scientists, those who see the spectre of vast unemployment lurking behind this advance in mechanization, despite evidence that technology is a creator rather than a destroyer of jobs. Enlightenment is needed to comprehend the true role of technology in our economic structure.

The engineer is one who utilizes the forces of nature for the benefit of mankind. His work affects everyone and, therefore, is the concern of everyone, for without changing the nature of things around him man cannot survive.

Man's material welfare depends upon natural resources . . . human energy . . . and tools. Fundamentally, tools are all of the things devised and used by man to improve his material well being. The United States is the richest nation on earth simply because its technological know-how provided an abundance of tools for the conversion of natural resources for the general benefit of society.

Technology has made life easier and more enjoyable for all of us. More and more it has shifted the burdens of labor from the muscles of men to machines, an incidence of technology's concern for man's humanity to man.

In 1850, 74 per cent of the energy used in production was provided by men and animals, and 26 per cent by mechanical power. The average weekly working hours were 70.

In 1900, men and beasts provided 48 per cent of the energy; and mechanical processes, 52 per cent. The average of hours worked weekly declined to 60.

At the middle of this century mechanization provided 94 per cent of the energy, and men and animals only six per cent. The work week had been cut one-third to 40 hours.

Americans today are better fed, better clothed, better housed, and enjoy greater comforts than ever before. As a nation, we enjoy a high standard of living than has been achieved by any other people, anywhere at any time.

These are the results of the work of the scientist and engineer — those who have dedicated their intelligence in behalf of mankind. It is important that this fundamental truth be understood by people generally, by teachers, and by graduates of our colleges and universities from whose ranks the great majority of our future leaders will be recruited. It is important, therefore, that education equip students to comprehend the vital role of science and engineering in our economy as a basis for informed judgment.

Material Benefits

It should be realized that technology does more than just provide material benefits. It also brings about the wealth which supports our cultural activities . . . our enormous philanthropies . . . our colleges and universities which enroll more young men and women than in any other country . . . that makes possible the leisure to enrich our lives through cultural pursuits.

And, in national defense, it is the scientist and engineer who provide the means for protecting our material blessings and preserving the political and religious freedom . . . the freedom of thought and of pursuing ideas and ideals . . . which are the crucial ingredients of our way of life and of our success. Thus technology plays a major role in fulfilling our spiritual needs.

To have a beneficial relationship with our industrial civilization our colleges and universities must not only impart knowledge to our young people that will help them find the best answers to current and future problems. They also must

(Continued on page 34)

How To Set The Stage For Introducing New Products at Retail Level

What are the most common errors in test-marketing?

By **A. C. NIELSEN, Jr.**



A. C. Nielsen, Jr.

IT IS hardly possible to look at the morning newspaper and not see evidence of some change in our economic economy or in our markets. Population, income, working hours, every facet of our economy is changing, and because these changes are taking place in marked contrast to what we see in our research in certain other countries, the United States buyer is unusually open-minded and receptive to change. Every business operating in the country today is, therefore, more vulnerable to competitive inroads because the buyer will shift his allegiance quickly to a better product. Such products as cake mixes, frozen fruit concentrates, detergents, and new liquid detergents, chlorophyll and anti-enzyme toothpastes, and more recently fluorinated products, have all grown to major importance within a few short years — generally at the expense of old, established products.

New Product Gains

There are quite a few food commodities which have not had any significant new or improved product developments in the past ten years. Most of these commodities have extended ten per cent in the past eight years. There are also food commodities which have had real product development: the old, established items in this group rose only 5 per cent in sales from 1948 to 1955, but the new

or improved products gained 513 per cent. In some cases the new products have even cut into the sales of the old, established items. But over-all, the introduction of these new products has resulted in a 78 per cent gain for the combined industry total.

Even within new product groups new leaders have developed. Within a group of 100 food and drug commodities, three out of every ten leading brands were knocked out of first place in the last ten years by new brands. The largest single cause contributing to decline of leading brands was a better product in the hands of an aggressive competitor. Failure to keep the product up to date was the number one brand killer in American industry.

The most important lesson repeated year after year is — first, you must have a good product. A modern product suited to the needs of the market. If you have a product disadvantage at the start, in spite of all the best merchandising and advertising efforts, your success will be short-lived.

Timing is also of vital importance in keeping the product up to date. In many cases the initiative in a market possessed by a leader has been lost due to reluctance to change quickly, after customers had clearly indicated preference for another product.

While the over-riding importance of product superiority in corporate success under today's competitive marketing conditions becomes more widely recognized each year, there

are, unfortunately, a number of formidable obstacles blocking the road to success for the new products. For example, according to a study of the McCann-Erickson Advertising Agency, two out of three new products failed. One of the main reasons for this is failure to test-market new ideas.

Experience Helpful

The number of products being offered to the public today is so large, and the marketing process so complex, that it is virtually impossible to foretell in the conference room the success of a new idea. Experience is always helpful—but conditions change and what worked on one new product introduction at one point and time may not work on another product a year or two later. Under today's conditions there is a big risk involved in any change in an existing product—or in launching a new product. Whether a product innovation will pay off can only be known after it has been tried. There is often a big difference between what people say they will do and what they actually do — between what people say they will buy and what they actually buy.

It has been our experience that a good number of marketing problems can be solved by means of controlled market tests. For example, during recent months we have made tests for our clients to answer problems such as these:

Client "A"—"During the introduction

(Continued on page 36)

Carl Sandburg



IF I had not written many poems, good, not-so-good, or rather bad, about Chicago; if I had not written about Chicago as a great world city, the fourth largest city in the free world, proud and strong for all of the ugly and brutal; if I had not loved Chicago as Victor Hugo loved his Paris, as Charles Lamb loved his London, I would not be here tonight saying, "Cheers! and more cheers!" to the Chicago Dynamic Committee and their immediate targets, works and aims.

In the evening there is a sunset sonata comes to the cities.

The skyscrapers throw their tall lengths of walls into black bastions on the red west.

And who made 'em? Who made the skyscrapers?

Man made 'em, the little two-legged joker, Man.

Out of his head, out of his dreaming, scheming skypiece,

Out of proud little diagrams that danced softly in his head — Man made the skyscrapers.

With his two hands, with shovels, hammers, wheelbarrows, with engines, conveyors, signal whistles, with girders, steel,

Climbing on scaffolds and falsework with blueprints, riding the beams and dangling in mid-air to call, Come on, boys —

Man made the skyscrapers.

When one tall skyscraper is torn down

To make room for a taller one to go up,

Who takes down and puts up those skyscrapers?

Man — the little two-legged joker . . . Man.

Stand on your tall haunches of checkered windows with your spikes of white light

Speaking across the cool blue of the night mist: Can we read our writing?

What are we saying on the skyline?

Tell it to us, skyscrapers around Wacker Drive in Chicago,

Tall oblongs in orchestral confusion from the battery to the Bronx,

Along Market Street to the Ferry flashing the Golden Gate sunset.

Yes, who are these on the harbor skyline,

With the sun gone down and the funnels and checkers of light talking?

Who are these tall witnesses who these high phantoms?

What can they tell of a thousand years to come,

People and people rising and fading with the springs and autumns, people like leaves on the earth in spring, like leaves down the autumn wind.

What shall a thousand years tell a young tumultuous restless people?

They have made these steel skeletons like themselves —

Lean, tumultuous, restless:

They have put up tall witnesses to fade in a cool midnight blue to rise in evening rainbow print.

If I had not written many poems good, not-so-good or rather bad about steel, about steel mills and the men who make steel, I would not be here tonight. If I had not tried desperately in these poems to capture the wild, flaming violet grandeur of the process of making steel—from digging the ore on Mesabi Range, hauling it on the Great Lakes to be dumped at Gary and sweated, burned air-blown, coming out of the giant buckets cleansed of slag, ending in steel, formed into ingots, rolled into sheets, shaped into rails, bars, billets, finished into stainless steel — this along with my contemplations of the genius of the human minds that took centuries to discover and develop this process — if it were not for my hopes and attempts at writing an epic of steel and its makers I would not be here tonight.

If I had not seen the passing of the twelve hour workday and Benjamin Fairless and my friend Phil

tribute to Chicago Dynamic



Carl Sandburg presents his Chicago Testimonial plaque (see text below) to Mayor Richard J. Daley at the close of Chicago Dynamic Week festivities. Above, left to right, are Edward C. Logelin, vice president of U. S. Steel; Sandburg; Clifford F. Hood, president, U. S. Steel; Mayor Daley; and Roger M. Blough, chairman of U. S. Steel

Chicago Testament

The goal of American vision flimmers and beckons, fades and returns, on horizons of haze and fog.

It is a paradox comprising opportunity and no big chances denied each cred individual.

It has elements of toil, combat, risk, taking chances, departing from the known into the unknown.

In this spirit during an earlier Chicago Dynamic the skyscraper was born.

Today's Chicago Dynamic has cut loose from old traditions and begun to make new ones.

Yesterday's skyscrapers are overtowered by steel-clad structures rising far taller with ease and grace.

There are three questions: Where did we come from? Where are we now? Where are we going?

Chicago Dynamic faces these unafraid and strong.

Murray at a table working out an agreement they signed, I would not be here tonight. I like it and I give praise that the 21,000 men in the Gary Steel Works have an eight-hour day, a five-day week, time-and-a-half for Saturday and for Sunday. A few weeks ago I watched close-up perhaps a thousand of the workers leaving the plant after the eight-hour shift. And I like it and give it praise that these workers have shower baths and lockers and

they can leave their eight-hour shift clean of body and in a change of clothes, if they wish.

My father happened to be a railroad blacksmith. He hammered hot steel and iron on an anvil ten hours a day, six days every week for 30 years, and every night in the year he came home with the smoke of the shop still in his clothes and soaped and scrubbed his hands, face and neck at the kitchen sink. It is now two or three generations back

to the time when there was a saying in Pittsburgh and the steel industry, "Old age at forty." In the fact of that time and period being past and gone who cannot have a glad and thankful heart about it today?

I have heard this week elaborate and searching discussions of architecture and city planning. I have heard men who build cities talk about architecture beyond economics and into the realm of people and how they have to live with architecture, good or bad. I see a degree of vision and will that I believe cannot fail of good results.

I have seen an awareness and an anxiety about how Chicago builds today and tomorrow in booklets and brochures far surpassing anything I have known in past generations. I have listened to what Chicago is saying on its skyline, writing proud with new tools and materials, slender shafts of stainless steel rising many floors with ease and grace, steel structures in gay porcelain robes gathering the colors of the rainbow into the skyline to flash with the silver, bronze, copper and gold already there.

I talked with two men who stood in front of a 40-story apartment building facing the Chicago river from the south side. They were sure they would get tenants for every one of the 40 floors. They could easily crowd into that building the whole population of the town of Chicago of 140 years ago, about as long a time as the lives of two grandmothers of 70 years each. They were sure the 40-story steel-walled structure would outlast them and would be standing beyond the lives of their great-great-grandchildren.

In his famous House Divided

(Continued on page 25)



Business Highlights

Miss Anne Rogers, who co-stars as Liza Doolittle in the musical "My Fair Lady," talks with Charles Victor (right) who plays Mr. Doolittle, and Mr. E. N. Gosselin (center) chairman of Graver Tank & Mfg. Co., Inc., immediately after Graver's centennial party during the American Petroleum Institute meeting in Chicago. Graver Tank "bought out the house" in order to host some 2,000 petroleum industry executives and their wives as a special climax to its year-long 100th birthday celebration.



Above: The Telecruiser, a 35-foot-long, specially-made van containing representative samples of equipment made by Teletype Corporation. It is making a tour of this country as a mobile salesroom and to call attention to Teletype's 50th Anniversary

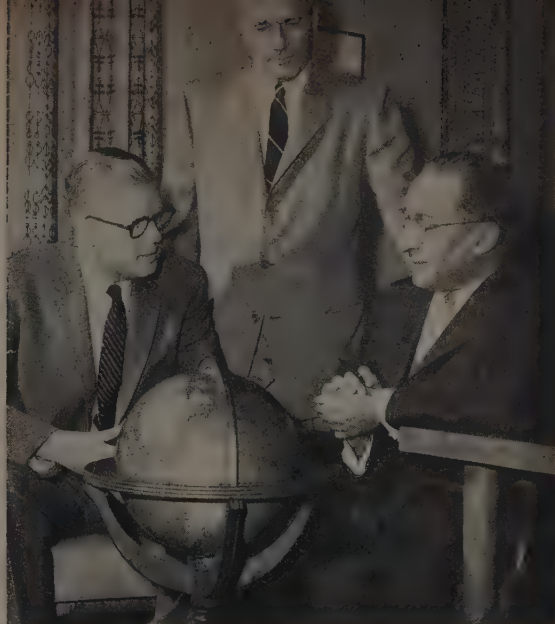
Another 50th anniversary being observed this year is the one of United Parcel Service. UPS started in Seattle, Washington as a messenger service and carrier of small packages via bicycles in 1907. It began operations in Chicago in 1940. At left, (left to right): Bob Johnson of the State Street Council and Fred Goerlitz of the Chicago Retail Merchants Association accept "deliveries" from a restored 1913 Model T truck at Wabash and Monroe as part of UPS's anniversary festivities. The UPS driver is William Barton



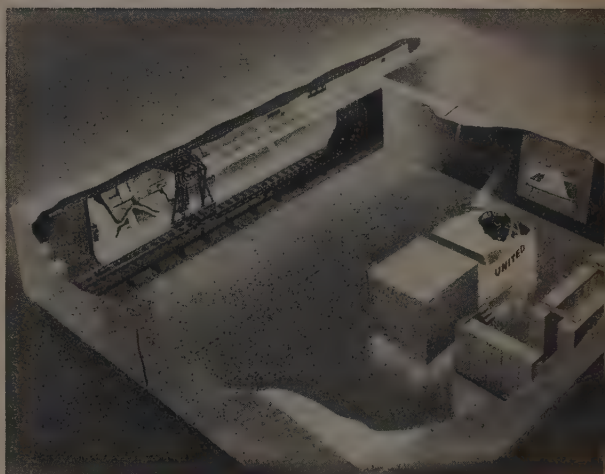
Above: V. Lee Cook, president of Electronic Protection Inc., Melrose Park, Illinois (at the control panel), demonstrating his firm's new radio-interconnected control system for traffic signals. The system is said to trigger civil defense warning and evacuation systems, to break up rush-hour traffic jams by pushbutton control, and to ride in police cars and fire trucks to clear a path through congested streets



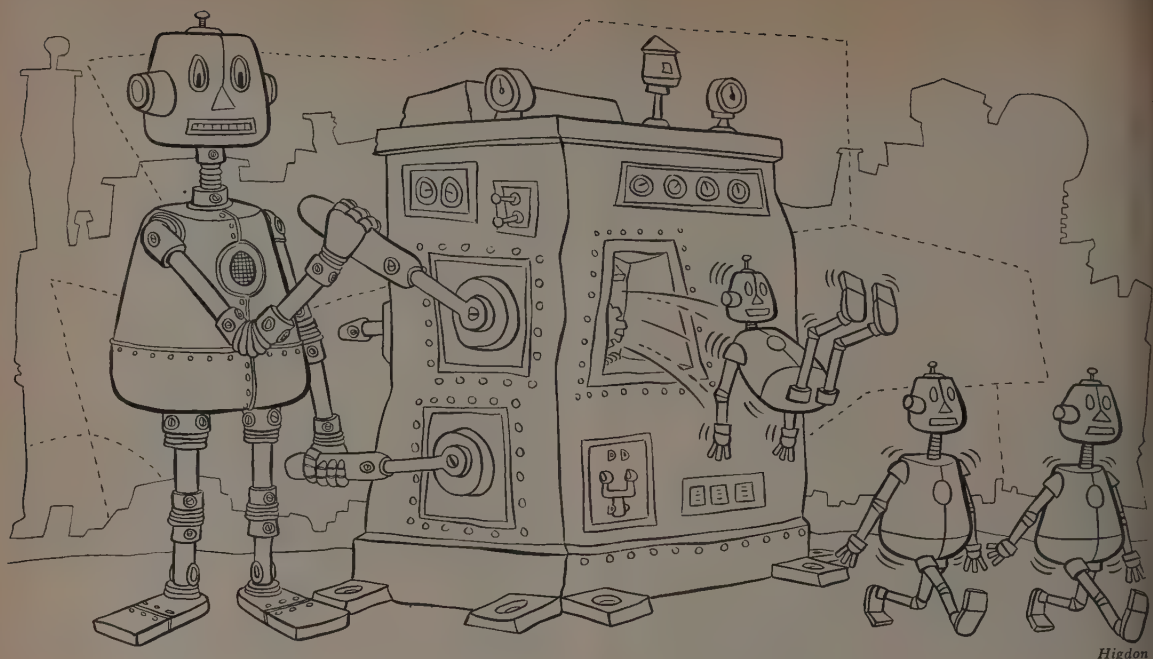
Chief Arthur Truttman gives Chicago Federated Advertising Club officials a sample of his cooking at the "floor-break" ceremonies for the club's new headquarters. Waiting for a slice of roast beef are (left to right): W. A. Jimison, advertising manager of Borden Company; Frank D. Ewing, chairman of Fensholt Advertising Agency; Harry E. Collins, chairman of Collins, Miller and Hutchings; Genevieve Raymond, an assistant advertising manager of Montgomery Ward; and J. Chalmers O'Brien, vice president of Carson Scott and Company



Abol Hasan Ebtehaj (right), managing director of Iran's seven-year plan; William J. Biehl (left), president, George Fry and Associates; and George Fry, chairman, discuss how American business techniques have been adopted by Iran to accelerate its industrial and economic development. The Fry organization was retained by the U. S. government to help Iran implement its seven-year plan



Artist's concept shows how United Air Lines will use closed-circuit television system to familiarize its flight crews with DC-8 operations before the jet transports come off the production lines. The TV camera moving along scale model of airport (upper left) projects runway in front of flight crew as they "land" or "take off" in an electronic flight simulator. United expects to start operating DC-8s in 1959 and have an all-jet fleet in 1965



Higdon

Management Looks at Conformism

WHAT has happened to individualism? Our nation, founded by free men and by free thinking, has produced unparalleled prosperity through a free enterprise system and individual initiative. Are we losing this in a deepening mire of conformity?

In the past few years, cries of alarm over the decline of individualism have come from many respected sources. Educators, clergymen, journalists, novelists, philosophers and others have warned of this danger. It is time that businessmen recognize what is happening.

Admittedly, a degree of conformity is necessary. As social beings, we must follow society's standards to some extent. Certainly, conformity in dress or etiquette is desirable. For example, the person who eats with his hands rather than a knife and fork is hardly to be admired.

But the influence of conformism can be pushed too deep, can hold

sway too often. Our nation is approaching a depth of conformity which could change our economic standards. In some cases it has reached the point where social norms are actually determining fundamental issues and even morality.

Reasons for Conformism

Many reasons have been advanced for this drift toward conformity. Some say it is a result of a leveling off process in the economy. Today we have few of the very rich and few of the very poor. Most Americans are members of a vast middle class. Some have pointed to the rapid expansion of communications and travel which has brought our people closer together and thus has created a more uniform class standard.

Whatever the cause, we must not mistake the weakness of conformity for the strength of cohesion. We must resist this growing trend, or America may become a nation governed by the sterile dictates of pub-

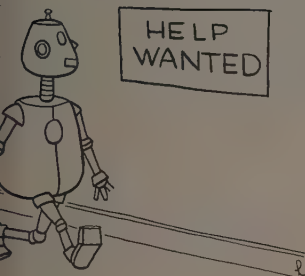
lic opinion polls, popularity contests and perpetuation of the status quo.

In another 19 years we will celebrate the 200th anniversary of the Declaration of Independence. However, unless the current trend toward national conformity is reversed, we will be a race of thought-controlled robots, honoring our cherished blue print for a nation of free men.

One of the most penetrating observers of the American scene was the French writer, Count Alexis de Tocqueville. An enthusiastic champion of the American way of life, he predicted future greatness for our country in the last century when we were a young, struggling nation. But even while describing our great potential, he said America would lose its greatness if individualism declined and a tyranny of the majority was established.

One need not turn back the pages of history to find forebodings about national conformity. Many of the more eloquent and illuminating observers of our times have pointed to this danger.

by **MELVIN H. BAKER**



st June, President Whitney
old of Yale University de-
ed "a nightmare picture of a
e nation of yes-men, of hitch-
s, eavesdroppers and Peeping
s, tip-toeing backward off stage
their fingers to their lips." He
ed of a loss of self respect by
le who cannot respect that
h they have not reasoned out
use they spend so much time
ing to someone else.

. Charles D. Nutting of the
Foundation said recently that
ometimes thinks that "all the
r of Madison Avenue is directed
rd the goal of making the Amer-
people look alike, think alike,
alike, smoke alike and smell
."

Trend Toward Yes-man-ship

ator John F. Kennedy must
had this growing trend toward
man-ship in mind when he wrote
Pulitzer Prize winning book,
files in Courage." He wrote of
imentary leaders who acted
rary to the opinions of their col-
es, constituents, and a majority
e general public because they
they were right." In one chap-
e Senator told of John Quincy

Adams who broke with his party to
sustain what he believed was the
nation's honor.

The greatness of our nation lies
in the fact that its history has been
studded with men like Adams — men
who were great individualists — men
who acted contrary to public opin-
ion — because they felt they were
right. George Washington, Alexan-
der Hamilton, and Thomas Jefferson
were revolutionary leaders who had
the courage to battle Great Britain,
the world's greatest power. And
there was Abraham Lincoln — whose
individualism made this country a
group of UNITED States; Henry
Ford — whom people laughed at in
his dreams of producing cars on an
assembly line. And there were count-
less others, all nonconformists whose
individual initiative made this coun-
try.

Individualism powered our nation
in its whirlwind rise to the status of
a world power. So, too, individual
initiative has been the fertilizer for
American business's amazing growth.

No one would claim that business
has succumbed completely to the
siren song of conformity. But busi-
ness has listened. And the dulling
tune has had its sleep-producing
effects.

American business shows the taint
of conformism in two vital areas.
Business today pays excessive tribute
to the demands of public opinion.
In addition, some businesses are in
danger of suffocating individualism



within their ranks through too much
organization. A return to the im-
morality of a "public be damned"
philosophy is not the answer; nor
should we succumb to the erroneous
concept that "the public is always
right."

Unless business re-evaluates pub-



lic opinion, it is in danger of becom-
ing immobilized. The basic tenet of
the free enterprise system is simple
to phrase. We are in business pri-
marily to make a profit. The adverse
sentiment of public opinion con-
cerning the profit motive is such that
some corporations today hesitate to
advocate this obvious truth.

Business's One Goal

We are in business to make a
profit. Profit, of course, is the only
goal of business. It must operate at
the balance point between the inter-
ests of stockholders, employees, cus-
tomers, and the public. But before
these multiple interests can be
served, a profit must be made. This
means that business, to be just, must
always keep its sights squarely
trained on making money.

National Gypsum Company, for
example, began operations in 1925
when the building materials indus-
try was over-produced. Prevailing
opinion at the time predicted that
we had little chance of survival. Our
new company would be competing
with 25 established firms in a market
already over-supplied. But we ig-
nored the warnings, went ahead, and
prospered.

A few years later, we again ig-
nored prevailing opinion and ex-
panded despite "go slow" sentiments
prompted by a severe price war. In
the grim days of the early thirties,
we ignored the depression-born pes-
simism of public opinion and con-
tinued to expand. National Gypsum
Company today is a leading pro-
ducer of building materials because
we ran contrary to prevailing opin-
ion and listened instead to the dic-
tates of our corporate conscience.

When evaluating its obligations
to the public, business might do well

to remember a few lines from William Shakespeare: "To thine own self be true. And it must follow, as the night the day, thou canst not then be false to any man."

In addition to affecting business as a whole, conformism has seeped, in varying degrees, into the management structure of our corporations. While we must be concerned with the growth of national conformism in general, we are more intimately confronted with the problem at the corporate level.

In his recent book, "Organization Man," William H. Whyte, Jr., describes a new breed of business executives who "see themselves as objects more acted upon than acting—and their future, therefore, determined as much by the system as by themselves . . . in a word, they accept." This acceptance of the system, which Whyte describes, is the most deadly symptom of conformism in American business. It is the ultimate in corporate conformity and will strangle individualism if allowed to spread.

Tomorrow's Top Men

Today's junior executives will be tomorrow's top managers. If businesses are guided in the future by a group of chief executives who have been trained to regard the system as perfect, those businesses will be run by men who are dedicated to maintaining the status quo.

American business has become the world's industrial colossus because it has never been satisfied with today's achievements. Corporations that have "rested on their oars" have invariably drifted backward in the current of competition.

A few months ago, Ralph J. Cordiner, President of General Electric, said that "in business there is no status quo. There is only a changing pattern of innovation and obsolescence . . . vigorous competition in innovation has made our economy the most productive in the world."

Just as business must not defy public opinion, so too, the individual corporation must not consecrate itself in the eyes of its young executives. We must emphasize our belief that the corporation and its system of operation is neither perfect nor immutable. We must invite their critical evaluation.

The development of recognized



Melvin H. Baker

standards is essential, but when selling methods, plant operations and personnel training are reduced to routine, initiative will be destroyed. On the other hand, a free discussion of issues as they arise, with statement of objectives, will encourage two way discussion. And in this connection, if we would develop creative management, this kind of training must be continuous from the bottom up through each level in the organization.

Evaluation of ideas, plans and policies may be stifled by a top executive whose personal ego does not permit a free discussion and whose mind is not impressed by observations. Such men have stunted imagination and just naturally follow the status quo.

Behind Closed Doors

Tyranny originates with that kind of management from whom rules and regulations are generally issued from behind closed doors. The more successful executive will recognize the trend to conformism. He will correlate all the facts to support the new, weigh their values, then present his reasoning in a manner that will encourage acceptance. That is the kind of leadership the organization has a right to accept.

Yes—the responsibility for directing an organization is complex. It involves success of the individual, loyalty of the customer, good will of the public and, at the same time, a satisfactory return to the investor. Ability to keep each in balance will determine the future of the organization.

Too frequently organization people conform merely because all de-

tails have been worked out and opportunity for initiative remains. Certainly that business where executive himself attempts to handle all detail will never get very big because its people will be mediocre.

There is an additional symptom of conformism in American business which threatens our dynamic economy. In some cases, teamwork or group action have been carried to such extremes that individual initiative has almost been squelched. Whyte wrote of a growing "belief in the group as the source of creativity." He described the fight against genius in some modern corporations and cited examples of large industrial research centers which decreed they had no room for a genius.

Need Individualism

Individualism will die in an atmosphere permeated with the belief that initiative and creativeness are outmoded. We must cultivate individualism. We must maintain a climate in which the individual can exercise his creative talents without contributing to the team.

And, too, we must remember the men of intelligence, talent, and worth are the men who think things out for themselves and who frequently don't go along with prevailing opinion. They are the men with ideas; the men who have the vision and the imagination to see beyond today; the men who have the courage to express a startling new idea.

Teamwork is important in the successful operation of our complex corporations. But just as a winning ball team must have a good captain, so business must have leadership with imagination that will spark and excite interest of the individuals in the team. Business must strive to develop the captain as well as the team.

Today, as never before, America needs men with vision. Men who can look to distant horizons. We will not find these men if our people glue their ears to the ground listening for the rumblings of public opinion or the dogmatic voice of an over-organized corporation. The people of our great nation must stand up, straight and tall. When this is done, the individualists who will lead America to a more prosperous tomorrow will stand head and shoulders above the crowd.

Hope . . .

*"The stockings were hung
by the chimney with care,
in hopes that St. Nicholas
soon would be there . . ."*

It was a different world, when Clement Moore scribbled out the first draft of "The Night Before Christmas." The stars he looked at were set in their orbits by nature—not by rocket. Mama wore a kerchief to bed, and Dad wore a red flannel nightshirt, nicely set off by his muttonchop burnsides and his handsome mustaches. But the kids, "nestled snug in their beds" with visions dancing in their heads . . . well, there isn't so much difference in that department.

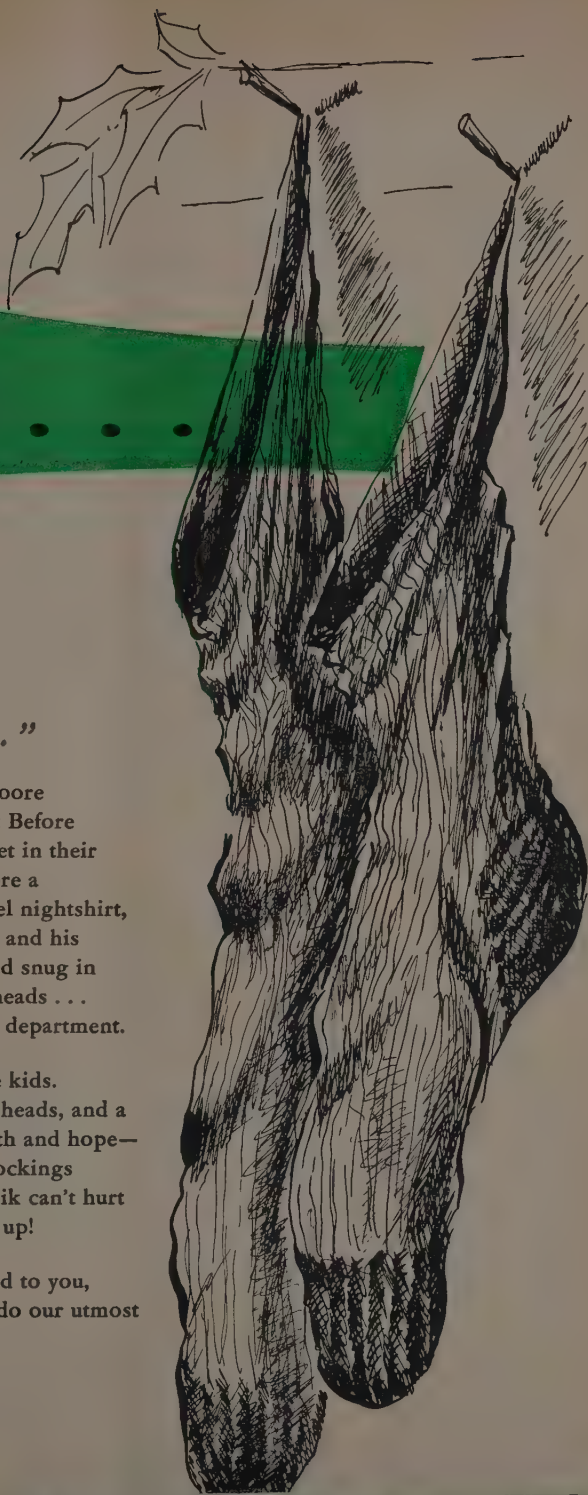
Maybe we could learn something from the kids. The sugar plums are still dancing in their heads, and a couple of things we sometimes forget—faith and hope—convince them to pin up those rumpled stockings on the mantlepiece. They know that Sputnik can't hurt Santa Claus. Hah! Couldn't even slow him up!

Faith and hope . . . good things, those. And to you, the friends and customers with whom we do our utmost to keep faith, the best and merriest of Season's Greetings!

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Trends In Business

(Continued from page 10)

the attractions of off-season vacations, according to a survey of 301 firms by the National Industrial Conference Board. The Board found that the amount of paid vacation available to employees increases, problems develop if the entire work year takes all of its vacation in only one season of the year. Chief among the problems are interference with production, replacing the employees during their absence, and scheduling work load.

Several means of easing these difficulties were reported by the firms operating in the study. For example, about half the companies have expanded the vacation season to include the entire year—not just summer months. A majority of companies in the survey permit split vacations. In most of these cases vacation can be split into one-week intervals. This device is a permissive one and allows rather than requires an employee to take a portion of his vacation at some time other than summer. The Board noted two devices which require employees to take a third or fourth week of vacation at some other time. A few companies shut down for vacations require employees eligible for more than two weeks to take their additional time during winter. In addition, a few companies specifically state that employees with long service are eligible for three or four weeks—two weeks in summer, the rest in winter.

Carl Sandburg's Tribute

(Continued from page 17)

which in 1858 Lincoln's opening speech ran, "If we could first know where we are and whither we are going, we could better judge what to do and how to do it." In the past years we have seen large-scale fights of human beings, dialectical shames and outrages, almost conceivable violations of human dignity of a kind and on a scale never before known to the Family Man around the earth. Yet in this same 60 years, runs the machine, in transport and communication, in mass production, chemistry, preventive medicine and other human made greater advances, the startling discoveries than in all

the preceding five thousand years. Conservative men of science now tell us that the next 60 years will be as original and daring in new discoveries and inventions as the period we have just passed. Across that same period of time they have in the steel industry found uses for stuff they used to think was of no use.

Everything in the past died yesterday; everything in the future was born today. The future so terribly real waits where it cannot be seen and sometimes comes rushing at us like a wind. What does history say of tomorrow? History says tomorrow waits with a big broom.

When man broke from the Stone Age into the Iron Age there were traditions shattered; they refused to be satisfied with a stone hatchet and experimented till they had an iron hatchet. They were men refusing to conform, refusing to bow down to those who told them it couldn't be done. And the men who discovered electricity and brought on the use of electro-dynamic force, they were quiet men with inquiring minds, men unafraid of the Un-

known, an international partnership in several nations, Ben Franklin in our country, Ampere in France, Volta in Italy, Ohm in Germany, Faraday in Britain synthesizing their findings. They all had the freedom of mind and the independence of spirit which was to be seen in one of the men whose work led to the discovery of atomic energy. Early in his career when Albert Einstein was asked why there was such a commotion about his theory of relativity, he answered, "I challenged an axiom."

We live in the time of the colossal upright oblong. We are meeting in the city where the skyscraper was born. The first one, the Home Insurance building of more than 70 years ago and its later companion of that early period, the Rookery, they are now overtowered by far taller ones who laugh at how far they gaze and what they see in the daytime across Lake Michigan and the Illinois prairie. Chain supermarkets from coast to coast, concrete highways spanning the continent for a motorized America, millions of horses vanished into horizons of thin

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- are expanding
- have a seasonable business with fluctuating space needs

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The fact is, Sir, you cut fixed costs, you make and save more money at North Pier in Chicago's pleasant front yard. You save by combining your office and warehouse at a good address. And when you need it, you get extra space for a month or a year. You get the very best in shipping and transportation. You get office space with fresh resort air and sunshine. Phone or write for our brochure of facts.

Choose a strategic Chicago location

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North Pier's **CHICAGO HARBOR** facilities — (1) Downtown Harbor District and (2) Lake Calumet. Facilities complete at BOTH locations: over 3,000 feet of dockage for general merchandise, steel products, bulk or liquids; over 2,000,000 square feet of warehouse for general storage; low insurance; modern equipment; crews for days, nights, Sundays.

Tell your friends abroad that we are equipped to give them a complete ship service when they ship to you through North Pier Terminal.

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Resort air and
sunshine on
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Chicago's best
in rail, truck and
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Low overhead

Smart Sales Executive!

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air to be replaced by millions of steel tractors, skyways and airports, timetables, towels and kerchiefs, tissue replacing linen and cotton, millions of outdoor privies banished in behalf of indoor plumbing and flush toilets, the candles of the early Lincoln generation and the lantern kerosene lamps replaced by the Edison light bulbs, the sweated trades and slum needle workers amalgamated and moving into middle class comforts. And now the people, the vast millions of printer's ink and billboards, by neon signs and shutters, windows, by radio and TV mandating over the airways night and day, the vast millions told to live better, want more, to live more easy, have more fun and comfort and even luxury.

And now there is a material prosperity, a fat-dripping prosperity surpassing any previously known to the American people, even though there is an estimated fringe of some 20 million persons on or close to the poverty line. And now there is complacency and conformity among the young people to such an extent that several eminent educators at last Commencement Day felt called on to tell these young people in effect: "Beware of being satisfied with things as they are! Beware of conformity in ideas!"

Latest Crisis

This time of nuclear weapons and the cold war is one crisis, the latest one. There have been many others in the making of this nation. It calls to hardship, toil and combat runs like a blood-scarlet thread through and through the story of our American people. It has cost to build this nation. Living men in struggle and risk, in self-denial and pain, in familiarity with sacrifice, wounds and death — those living men of the past paid that cost.

Long before this time of our America saw the faces of her men and women torn and shaken by turmoil, chaos, and storm. Not amid all the dark possibilities of war with nuclear weapons have I heard so desperate an outcry as the Union army brigadier-general in the spring of 1864, troubled and shaken because of fearful blunders and the reek and stench of corruption, writing to his wife, "May God save my country

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is a God and if I have a
try."
always the path of American des-
has been into the Unknown. It
never more true than now. With
new test and each new time it
and there were those prepared
pay the cost. At Plymouth and
estown there was the Unknown
vast continent of wilderness to
faced. At Philadelphia in the
ing of the Declaration, and later
the cold and filth of Valley
e, there was the Unknown again,
precedents, no forerunners to
e. Later in the trials of crossing
Great Plains and pioneering the
t coast and in the bloody sec-
al struggle that hammered na-
l union into a finality, there
ever the Unknown. And never
it more true than now — the
a of American destiny leads into
Unknown. And Chicago has
ays had its fate interwoven with
American Union of States.

Dogmas Inadequate

ortentous came those words from
coln in a message to Congress Dec.
862: "The dogmas of the quiet
are inadequate to the stormy
ent. We must think anew, we
t act anew. We must disenthrall
selves." When you disenthrall
rself you break from bonds that
d you. You cut loose from old
itions and begin to make new
s. This Chicago has done in
rious dynamic periods. Daniel
nham, who was part of a Chi-
o Dynamic of a former time, is
orgotten out of his work and his
ng, "Make no little plans . . .
high in hope and works."
a Chicago's testament for the
ent and future there belong in
o faith the words of Mayor Carter
rison in 1893: "Genius is but
acity and the audacity of Chi-
o has chosen a star. It has looked
ward to it and knows nothing
it fears to attempt and thus
has found nothing that it cannot
omplish."
n the book *Remembrance Rock*
affirming character says: "Man is
changer. God made him a changer.
may become the witnesses of
finest and brightest era known
mankind. The nations over the
e shall have music, music in-
d of murder. It is possible. That
y hope and prayer — for you and
the nations."

We LEAD with LOWER PRICES

**WE INVITE
YOUR ACCOUNT**

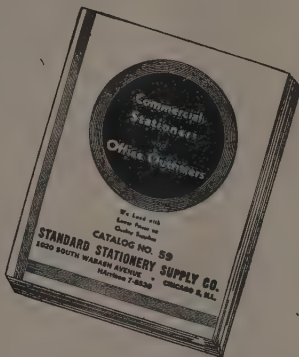
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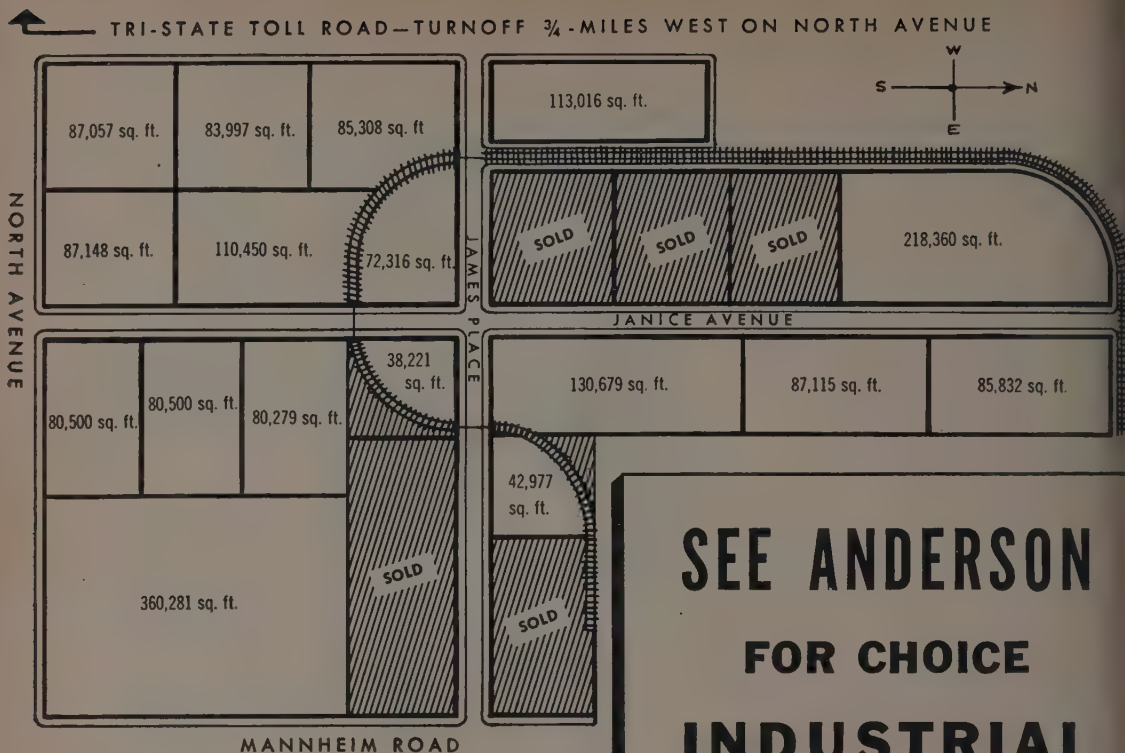
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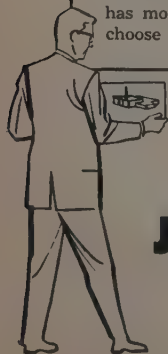
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Buildings will be designed and constructed by our experienced, well-staffed organization to meet your individual requirements.

FINANCING:

LONG-TERM LEASE HOLD—no capital investment required.

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Industrial Developments

... in the Chicago Area

INDUSTRIAL plant investment projects announced during November amounted to \$16,386,000 compared with \$20,025,000 in 1956. The first eleven months of this year's projects announced amounted to \$10,205,000 compared with the \$16,900,000 announced in the same period in 1956.

Investment projects include construction of new and expanded industrial buildings, and the acquisition of land or buildings for industrial purposes.

Standard Oil Company of Indiana will erect a crude oil distillation unit at its Whiting Refinery. The facility performs the first step in the refining process and will be the largest unit of its kind ever built, having a daily capacity of 140,000 barrels of crude oil. The unit is scheduled to be completed in 1959 and will substantially boost the capacity of the Whiting Refinery operation. Arthur G. McKee, general manager.

Armstrong Steel Division of Borg-Warner Corporation is erecting additions to and modernizing the Chicago Heights plant, which include a rail, axle, and billet rolling furnace; a new roll conditioning and machine shop; a fence finishing unit; expanded merchant bar and reinforcing bar shops; improvements to the 14 inch tube mill. Tube mill improvements will be completed by the end of 1959. A second phase of expansion will be undertaken at a later date.

Wm. W. Wm. Incorporated, candy bar manufacturer, is erecting a one-story addition to its plant which will increase the size of the present facility one-third. The additional 100,000 square feet of floor area will be

utilized for manufacturing facilities, with the plant located at 2019 N. Oak Park avenue. Architect, Naess and Murphy.

• **Certified Grocers of Illinois, Incorporated**, is erecting a new 170,000 square foot addition to its building at 4800 S. Central avenue, Forest View. The plant is expected to be complete in April, 1958. Architect, Carl M. Teutsch.

• **Sleepeck-Helman Printing Company**, at 1301 W. Blackhawk street, is erecting a new printing plant in Bellwood containing 80,000 square feet floor area. The company is engaged in the printing of advertising specialties. Albert Eiseman, Jr., architect and engineer.

• **Nicolay-Dancey, Inc.**, 4051 W. 51st street, is adding 48,000 square feet to its plant which produces potato chips. A. Epstein and Sons, Inc., architect and engineer.

• **Hardwood Door Corporation**, 1315 S. Cicero avenue, Cicero, manufacturer of doors and millwork, will move its entire operation next year to the new plant it is constructing at 6000 S. Oak Park avenue. The new structure will contain 40,000 square feet of floor area and was designed by John L. Bartolomeo and Associates. General contractor, R. T. Milord.

• **DoAll Company** in Des Plaines is adding a research laboratory and warehouse facility to its plant. The company manufactures machine tools and contour saws. Charles E. Stated, M. Dolan and H. Anderson Associates, architect.

• **International Iron Works, Inc.**, 3120 S. Austin boulevard, Cicero, is erecting a 35,000 square foot fac-

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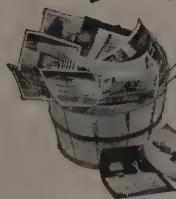
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Industrial Psychologist

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tory in Wheeling. The company will move its operations from Cicero to the new plant late in 1958. International is an iron and steel fabricator.

• **Mojonnier Brothers Company,** 7425 W. 59th street in Summit, is adding 31,000 square feet to its plant in which it manufactures food and beverage handling and processing machinery. Johnson and Johnson, architect.

• **Hewitt Robbins, Inc.,** 402 W. Randolph street, is erecting a new 30,000 square foot plant in Melrose Park. The company manufactures conveyors and foam rubber products. Ralph Stoetzel, architect; Richard Papreck, engineer; G. A. Johnson and Son, general contractor.

• **Abbott Laboratories** in North

Chicago, manufacturer of pharmaceuticals, is adding 19,000 square feet of space to its plant. Battey and Childs, architect.

• **Crown Cork and Seal Company, Inc.,** operating a manufacturing plant on West 31st street, will consolidate its warehouse operations in 165,000 square feet of floor area in three buildings located at 5235 W. 65th street. The company acquired the buildings which were formerly occupied by Boyle-Midway Company, Inc. from Clearing Industrial District. Boyle-Midway will occupy its newly erected plant at 515 W. 73rd street in December. Crown Cork and Seal makes tin cans and closures. Nicholson, Porter and List, Inc., broker.

• **Dean Milk Company** has pur-

chased two acres of industrial at 73rd street and Cicero and from the Clearing Industrial tract. It is erecting a 25,000 square foot building on the site which will be used for warehousing and distribution. H. A. Davis and Company, broker.

• **Superior Packing Company,** 4119 S. Union avenue, is erecting new plant at 1000 W. Pershing to which the company will move its entire meat packing operation when completed. The new plant will contain 17,000 square feet of floor area. A. Epstein and Sons, architect and engineer.

• **George A. Davis, Inc.,** Northwest highway, grass seed processor, is adding 32,000 square feet of warehouse space to its plant. Architect, Fred Prather; general contractor, Chell and Anderson.

• **North Pier Terminal Company,** is erecting a warehouse building for the handling of waterborne traffic which will be located at Lief Eson Drive and Wacker Drive adjacent to the Chicago River. Dr. Dorr, architect; C. R. Jernberg Associates, general contractor.

• **American-Marietta Company,** one of the nation's largest manufacturers, has purchased a 100-acre tract of land at Wheeling and Dundee road in Wheeling from the Herzog Building Corporation. The land will be used for future industrial development.

• **Rosenbloom Barrel and Drum Company,** 4445 W. Fifth avenue, is adding 12,000 square feet of warehouse space which will be completed shortly after the first of the year. A. Epstein and Sons, architect and engineer; ABC Construction Company, Inc., general contractor.

• **Chicago Steel and Wire Company,** 10257 S. Torrence avenue, is adding 11,000 square feet of floor area. The firm manufactures wire used in book binding, boxing, staples, etc. Donald H. Oliver, architect and engineer; Oliver Brothers, Inc., general contractor.

• **Arex Tank & Manufacturing Company,** 9330 Franklin avenue, Franklin Park, is erecting a




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Windsor is an active, growing city, with excellent road, rail, and water transportation (situated about mid-way on the St. Lawrence and Great Lakes Waterway Development). It has an adequate supply of technical, skilled, and unskilled labour. And, of extreme importance to industry, Windsor has abundant electrical and water supplies — as well as steady and unlimited natural gas at the lowest rates in Eastern Canada.

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Windsor Chamber of Commerce
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in the same suburb to which
ll move its entire operation
completed. The new 11,000
foot building will house the
activities in the steel fabricat-
eld. Joseph Heuer, architect
engineer; Abell Howe, general
actor.

land Corporation, 4245 N.
avenue, is adding 10,000
feet to its plant which manu-
es TV picture tubes. The com-
is a subsidiary of Zenith Radio
oration. Shaw, Metz and Dolio,
ect and engineer.

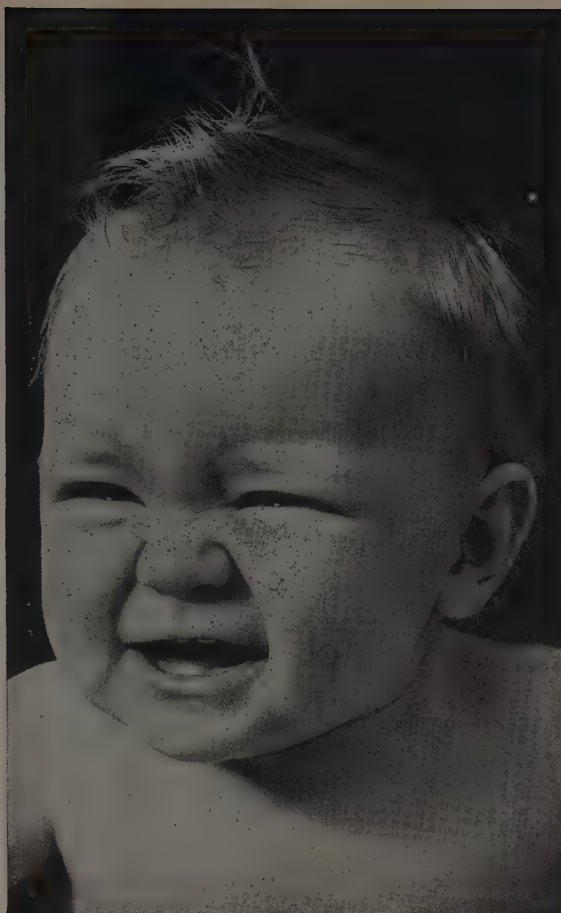
Industrial Combustion Engi-
Inc., manufacturer of indus-
heating equipment located at
Grant street, Gary, is erecting
w manufacturing plant which
be completed shortly after the
of the year. The new plant will
7000 21st place, Gary. Illiana
neering Company, architect;
ns Construction Company, gen-
contractor.

Here, There and Everywhere

(Continued from page 8)

rise reported for the same
o for the year ended in June.
The change may indicate, the
report suggests, that the com-
tion of engineers is returning
ormalcy. Median annual salaries
ntly paid to engineers in all
of activity combined range
about \$5,400 in the lowest or-
ing category to approximately
00 at the highest nonmanage-
level, the results of the survey

avelling Chicagoans—During
extended travel by metropoli-
Chicago households increased 19
ent over the previous year ac-
cording to travel study of the Chi-
Tribune. Two out of every
households took at least one
ded trip during 1956, the study
ed. Personal travel (up 21 per
cent) accounted for most of the trips;
ver, 8.5 per cent of the house-
holds reported at least one business
trip during the year, an increase of
per cent over 1955. Two out of
three personal trips lasted 14 days.
16 per cent of them were from
one week to a month; 16 per cent
lasted three days, and six per cent
lasted beyond a month.



"GEE, BOSS, I REALLY LOOKED HARD!"

"I couldn't find that part we needed *any* place. Then
I remembered the Yellow Pages, and found it *fast*!"

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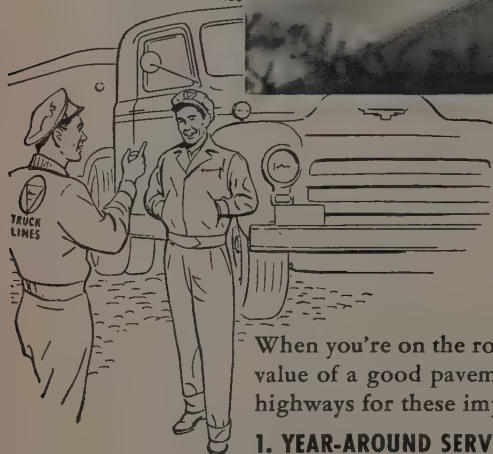
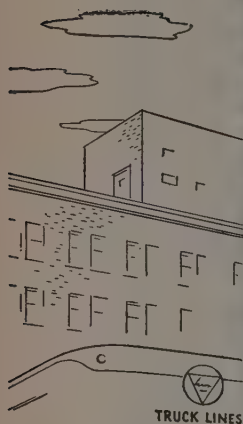
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- 2. SMOOTHER RIDE.** Concrete doesn't develop dangerous ruts or washboard ripples. It permits an easier, faster trip for you and your pay load.
- 3. GREATER SAFETY.** Wet or dry, concrete's gritty texture grips tires for *quick* stops. Its low crown means better vehicle control. At night you see pavement edges and objects on the road clearly because concrete reflects far more light.
- 4. OUTSTANDING DURABILITY.** Concrete has the strength and stamina to take it. Hundreds of concrete roads built a generation or more ago for much lighter weights and volumes of traffic still are giving dependable service today.

Yes, concrete roads help the trucker serve America's cities and farms better by facilitating the safe, rapid, economical shipment of goods the year around.

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Transportation and Traffic



E. Pennsylvania and New York Central Railroads have jointly announced that they have initiated studies looking forward to a possible merger of these two railroads into a consolidated system. A statement issued by James M. Symes, president of E. Pennsylvania, and Alfred E. Hannan, president of the New York Central, declared that changed economic and competitive conditions confronting the railroads, particularly in the east, warrant inquiry into the wisdom of consolidating, as well as continuing competitive operations. "In addition to changed economic conditions and subsidized competitive transportation agencies," the statement points out, "the railroads are faced with other difficulties and their own control which do not seem to be realized by the public generally or by legislative and regulatory agencies. For example: Long-haul and inadequate rate increases needed to meet increased cost of fuel; refusal to permit abandoning unprofitable and unpatronized lines and facilities; inadequate pay for carrying mail; discriminatory excise taxes; excessive state and federal taxes; unfair assessments for way crossings, and other artificial burdens imposed on the one transportation agency that has demonstrated to be essential in war and peace. Whether or not existing and anticipated circumstances consolidating the Pennsylvania Railroad and the New York Central Railroad would be effective in overcoming or offsetting these difficulties will be determined by the studies now contemplated. If the studies indicate that consolidating the two railroads would be in the public interest and beneficial to the respective stockholders and shippers, a merger proposal would be formulated and if finally approved submitted to the appropriate

regulatory authorities." Experts predict that lengthy proceedings before the Interstate Commerce Commission would result if a merger plan were presented and that opposition would be voiced from numerous quarters.

• **N.L.R.B. Rules "Hot Cargo"** Clauses Invalid: The National Labor Relations Board, in a 3 to 2 decision, ruled that "hot cargo" clauses in contracts between the unions and common carrier truck lines are in violation of the Taft-Hartley Act. A "hot cargo" clause generally provides that employees of motor carriers may refuse to handle goods which the union designates as "unfair" because of labor trouble at the plant of the shipper. The board found that Teamsters Local No. 728 violated the Taft-Hartley prohibition against secondary boycotts by telling its members that they could refuse to handle freight from the Genuine Parts Company of Atlanta, Georgia. The company's Rayloc Division plant was on strike last year and many of the carriers having "hot cargo" contracts with the union refused to handle the firm's traffic. The Interstate Commerce Commission is conducting an investigation to determine whether a common carrier can legally sign union contracts containing "hot cargo" clauses, thereby committing itself to withhold service from some of its customers.

• **C.A.C.I. Files Reply to Exceptions in Free Time Case:** The Chicago Association of Commerce and Industry, jointly with the Illinois Territory Industrial Traffic League, has filed a reply to the exceptions of the Eastern railroad defendants to the proposed report of Interstate Commerce Commission Examiner Burton Fuller in Docket No. 32023, Chicago Regional Port District, et al.



on the job...

- Whether you're a shipper, a traveler, or both . . . the BURLINGTON is eager and able to serve you efficiently and effectively.
- Burlington's fast diesel-powered freight trains will move your shipments carefully and expeditiously. And when you're going West, Northwest, or Southwest, you'll enjoy your trip if you go Burlington. Yes, the *Zephyrs* and other fine Burlington trains offer you travel that's tops!
- Every day, the Burlington is on the job—to serve you well . . .

Everywhere West!

**Chicago, Burlington & Quincy
Railroad**

v. The Atchison, Topeka and Santa Fe Railway Company, et al. "Eastern railroad defendants, in their exceptions to Examiner Fuller's report," the reply states, "now offer to grant the same free time for handling export-import freight at Chicago and other similar lake ports as at North Atlantic ports and in view of this offer they suggest that the complaint be dismissed. We respectfully urge that this request for dismissal of the complaint be denied. There were six days of hearing in this proceeding and the record consists of 868 pages of transcript and 71 exhibits. Considerable time, effort and expense were required of complainants, interveners and their many witnesses as well as the commission to provide the full and complete record now before the commission. To prevent any possible duplication of this time, effort and expense at a later date, the issues involved in this proceeding should be adjudged on the basis of this full and complete record now available to the commission." In conclusion the reply urges that the request of defendants for a dismissal of the proceeding be de-

nied; that the commission complete its investigation, and that the final report and order to adopt in full the recommended findings of Examiner Fuller.

Higher Education

(Continued from page 14)

guide students to acquire, through balanced education, the greater technical competence and social wisdom that is required in order to be an effective participant in today's complex and crowded world. In providing such service, the institutions not only will benefit their graduates, they will make the essential contribution that will assure the future comforts and probable survival of everyone.

Science must be more widely brought into the culture of our time. Educational institutions must provide all future students with more than a smattering of information about it. It should no longer be an elective in the curriculum.

Engineering education has already broadened its curriculum so that its students may develop as synthesists

instead of as specialists. A similar need exists in liberal education, in an industrial society any program not broadened to the extent of including an understanding of science and technology is not balanced, relevant and, therefore, not liberal.

For civilization's sake the expanding dichotomy between science and liberal education must cease. Motivation for conflict is encouraged, the trend toward more general education in the high school, thus relegating science and mathematics to positions of less significance in curriculum. The situation is aggravated further by the shortage of science teachers in the secondary schools. One of the great values of a liberal arts program is that it furnishes a link with the past so that the experience of the ages can be called upon to influence decisions of the present. If these are to be intelligent decisions, however, they also should embrace current experience which obviously would include science, the greatest single force affecting our lives today.

True liberal education is not a random sampling of ancient cultures. It derives from a planned, balanced program which recognizes the inadequacy of preserving a pattern of specialized study, in some cases designed for preparing the century's clergymen. It allows for the immaturity of young people and guides their choice of electives so as to avoid a cafeteria classics curriculum.

A proper liberal program prescribes areas of learning which permit the student to grasp the significance of tradition and history. A program adheres to antiquity because of the wisdom that can be derived therefrom, knowing that today's events are history tomorrow, thus justifying inclusion of current achievements in science and technology.

A liberal education permits the student to examine his own and other cultures, present as well as past, and science is obviously an intimate part of our present culture. Such an education is dynamic, adding itself to the current needs of society. It is interested in ideas rather than techniques. It is probing for purpose, which means that science, with its steadfast spirit of inquiry, is a logical segment of a liberal education.

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science no longer. In the past, of science's research efforts of a pure or fundamental nature primarily of interest restricted laboratory or classroom. Today the situation has changed to the extent that practically all research is of the applied type, which means it has a current effect on society. The liberally educated man obviously must be cognizant of this

A progressive society has an interdependence on scientific research. At no other time in history have there been such a direct relationship between the laboratory and the marketplace. Entirely new industries are being created through the efforts of science. Surely, an industrial executive, to be effective, must have knowledge of this tremendous force dictating the destiny of our company.

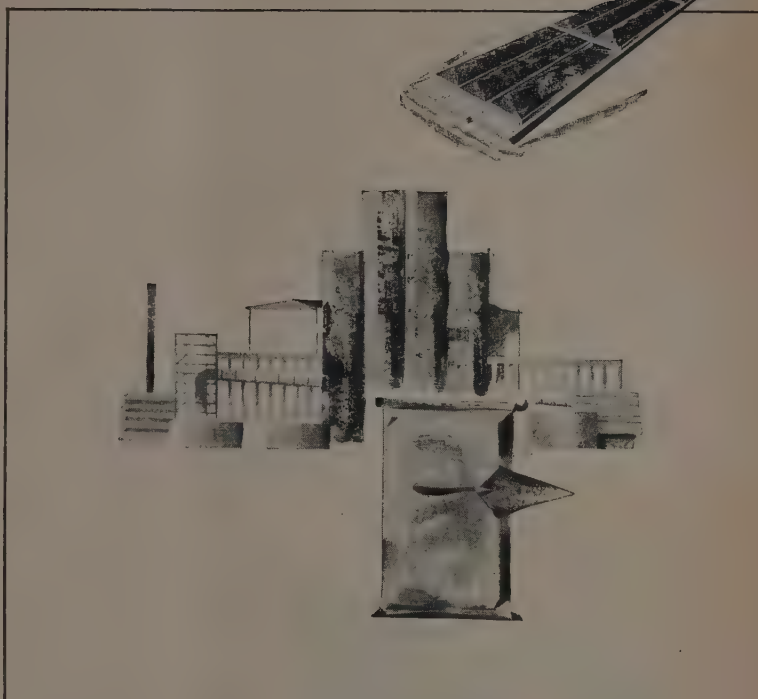
The broadly educated man is of great value both to business and society. His mature judgment and objective analysis are of great value in arriving at proper decisions. In addition, being competent in their major field of endeavor many with scientific backgrounds also have an appreciation and knowledge of history, literature, art, and music. In consequence, seldom does the humanist, naturalist, or well equipped in these latter fields possess a comparable acquaintance with scientific developments.

Further education should strive to develop individuals of the kind described by Alfred North Whitehead. As he stated, "What we should be producing is men who possess a liberal culture and expert knowledge in some special direction. Their expert knowledge will give them the foundation to start from, and their cultural will lead them as deep as philosophy and as high as art."

Technology education already is being built on such a basis. Liberal education should follow suit. When science and the emerging synthesis will demonstrate that science and liberal education are complementary rather than conflicting.

Further education has a fateful aspect. It must provide graduates with more technical competence, broaden the scope of specialists, and find the way to more social wisdom and develop in all people a deeper understanding of science and technology. All of this must be achieved for civilization's advance.

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Introducing New Products

(Continued from page 15)

tory advertising period, which is the best way to sample my new product—by couponing? by a tie-in offer with an established brand? or by house-to-house sampling?"

Client "B"—"Which of these two advertising themes will cause the most people to want to buy our product?"

In recent years, techniques for measuring special marketing programs in test cities and test areas have been greatly improved. As a result they can be of great aid in deciding which of two or three possible courses of action will lead to the greatest sales and profits.

There are eight common errors in test marketing new products today. The first on the list is failure to select an average market. Often

a test market is selected because of its proximity to the home office—perhaps on the theory that results can be readily observed. There is a danger here that the company may enjoy an unusually strong franchise in such a market, because of the historic growth pattern of the company, or perhaps a freight rate advantage, or some other reason.

In other instances, products have been purposely introduced in an area of known high per capita consumption on the theory that it afforded an opportunity to check the impact of the new product in a so-called important or worthwhile market. Since such markets are by no means representative, results obtained in them cannot be projected with accuracy. Efforts to achieve the

same level of success in other markets are invariably disappointing.

Error number two is failure to develop a successful promotional plan. Many a good product failed for lack of a proper promotional plan. Here, for example, is an illustration of what can happen when insufficient funds are appropriated to promote the new product. This product was radically new and was placed on the market in a region before a carefully thought out promotional plan could be devised and implemented. Nevertheless, initial demand was brisk, and as a consequence it was decided that little promotional support was necessary. In this example, Company "A" invented and launched the product, but Company "B" quickly developed a comparable item, outspent Company "A" by about a five to one ratio. Company "A" thus lost its originator's advantage to an aggressive competitor who more accurately judged the potential market and made his initial efforts on a large scale.

Over-spending on Promotion

Closely related is error number three, over-spending on promotion in the test market. All too often a new product is spoon fed while the introductory markets via extensive promotional efforts which could possibly be duplicated on a broad scale. While most manufacturers are alert to this danger in terms of media advertising, they often fail to adequately restrict efforts of their sales representatives. As a result, the trade is often overworked in one or more ways—such as by frequent sales calls, or by the maintenance of excessively high trade stocks, or via so-called high level pitches by major corporate executives.

Error number four is failure to measure the total market, which should include all products of competitive or semi-competitive nature to the product being tested. Some tests are unwisely confined to the new product itself on the theory that the product is unique. There is very little that is really new under the sun; consequently each new product must draw users away from one or more existing products. If the total competitive market is not measured, there is a danger that a gap for the new product of let's say n

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CRawford 7-2525

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vely about new product possibi-
from a factual platform of basic
omer needs as reported by com-
nt marketing research. Too many
panies appear to first develop a
luct in the lab, and then think
ginatively about how to sell it —
n the product, ingenious that it
may not really satisfy a then
wn need of any consequence.

oint number 5 — Measure con-
siously the sales performance of
nds in all fields in which the com-
y has a major entry in order to
rve promptly the progress of
petitor's product innovation.

oint number 6 — Establish an
ctive method for studying the
yth and other important charac-
teristics of markets in which the com-
y might logically have an interest
rder to direct the activities of the
arch and development group
g the most productive lines.

oint number 7 — Avoid markets
ch are shrinking in size and
re excess production capacity al-
y exists. A new producer enter-
such a market, even with a su-
or product, can only result in
her depressing conditions with
ndant price cutting. It is obvi-
y much easier to enter a market
ch is on the way up. The success-
marketer is moving to a new line
a before the peak has been
hed; whereas the business failure
n rides a declining market too
g on the down side.

oint number 8 — Concentrate on
ducts which would fit into the ex-
g marketing facilities of the cor-
oration. For example, a company
se products have a major appeal
ig cities and metropolitan areas
uld avoid trying to develop a
duct with a known rural appeal,
their salesmen would not be in a
tion to call economically on rural
kets.

oint number 9 — Don't waste
keting dollars on products which
to develop a clear and decided
duct superiority in the customary
d product tests. A new product
worthwhile field will undoubt-
buck up against one or more
ng consumer franchises. Com-
ies owning these established
nds will be stimulated to extra
rd by the introduction of the new
nd. Their combined effort can
ctively stunt a new brand's growth
ess it is recognized as clearly su-
or by customers.

Point number 10 — Distinguish
clearly between the need for minor
product variations of a superficial
nature and a basic product improve-
ment. Sometimes all that is needed
to give a brand a boost is a minor
face lifting such as a color or style
change coupled with a different ad-
vertising theme. In such cases, it
would be easy to waste money on
product research in a vain attempt
to develop a new product really su-
perior to an existing product.

Point number 11 — Finally, sub-
mit all new products to trial by fire
in the market place under realistic
selling conditions. You cannot tell

what people will sell or buy until
you offer the product to both the
trade and consumers at a price on
which a satisfactory profit can be
earned.

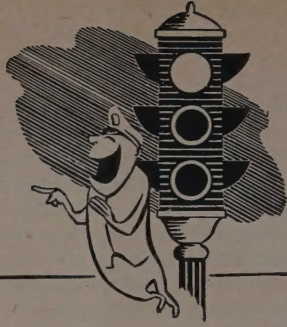
We are doing business in a world
of rapid change. Consequently, prod-
ucts which have at one time ade-
quately met people's needs may
gradually lose their punch. Hence the
essentiality of a continuous program
of new product development. This
activity undertaken on a formalized,
highly disciplined basis is relatively
new for many companies — as a con-
sequence costly errors can easily re-
sult.

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Stop me...If...



Diary of a businessman's day as reported by his secretary:

Morning: "No, sorry, but he hasn't come in yet." "I expect him any minute." "He just sent word he'd be a little late." "He's been in, but he went out again." "He's gone to lunch."

Afternoon: "I expect him in any minute." "He hasn't come back yet. Can I take the message?" "He's somewhere in the building. His hat is here." "Yes, he went out again, but he was in." "I don't know whether he'll be back or not." "No, he's gone for the day."

During her absence the picture was taken successfully. On the way home the mother asked, "What did the nice man say to Mother's little darling to sit still?"

"He thud, 'You thit thill, you little newthuns, or I'll knock your block off.' So I that thill," he explained.

A man returned to his office one Monday morning showing signs of a very strenuous week-end. One of his good friends found him hunched over his desk with his head buried in his arms.

"What in heaven's name have you been doing?" asked the friend.

"Fishing through the ice," groaned the sufferer.

"Fishing through the ice! For what?"

"Cherries," was the answer.

"Miss Jones, you must be careful about your stories," the editor said. "Accuracy is to a newspaper what virtue is to a woman." "Maybe so, chief," she replied, "but a newspaper can print a retraction."

Grammar school boy's composition on "Cats":

"Cats that's meant for little boys to maul and tease is called Maultease cats. Some cats is known by how quiet their pur is and these are Pursian cats. Cats with tempers is named Angora cats. And cats with deep feelings is called Felines. I don't like cats."

"How long have you been working for the company?"

"Ever since the boss threatened to fire me."

Psychiatrist to patient: "When did you first discover that you enjoyed paying your income taxes?"

The preacher was dining with the Smiths, and Mrs. Smith, who had been coaching her little son on his table manners for the past week, was astounded to hear Junior give out with a lusty belch.

"Oh, Junior," the mother hastened to admonish, "what do you say?"

"Happee-ee New Year!" Junior shouted.

Two tourists were standing in front of a home in Washington watching big name government officials emerge from a party.

One Congressman had imbibed a little too freely and was slightly tipsy when he left.

"I presume," said one tourist to the other "that is what is referred to as a high government official."

After working laboriously over his homework, the little boy turned to his father.

"Gee, Dad," he said wearily, "what's the use of this education stuff, anyway?"

"Why son," said his Father, "there's nothing like it! A good education enables you to worry about conditions everywhere in the world."

Teacher: "Why was Solomon the wisest man in the world?"

Pupil: "He had so many wives to advise him."

A Community Fund volunteer was crying on a tough prospect. "Our financial report shows," she said, "that you had income of over \$30,000 last year and made no contribution to the Community Fund."

The prospect stared coldly back at the volunteer. "Does your financial report show that my mother has an incurable sickness that will cost thousands of dollars in operations and hospital care if she doesn't recover?"

"No, it doesn't," the volunteer admitted.

"Does it show that my brother was badly wounded in the war that he returned to America until certain plastic surgery can be completed and paid for?"

"No," said the volunteer deeply moved. "How terrible to have one's family afflicted."

"Does it show that my daughter's husband faces ruin unless he can raise a little money to pay for flood damage to his little shop?"

"No, it doesn't." The embarrassed volunteer got up to leave. "I want you to know that we understand," she faltered.

"I knew you would," the prospect answered. "After all, if I am not giving a little money to them, how can I justify contributing to the Community Fund?"

An old mountaineer and his son were sitting in front of the fire smoking their pipes, crossing and uncrossing their legs. After a long silence, the father said, "Step outside and see if it's raining."

Without looking up, the son answered, "Aw, Pa, why don't we just call in the day and see if he's wet?"

Store Manager—"What are you laughing at?"

Clerk—"Oh, I just had a woman look up in a room with a thousand hats and no mirror."

An Old-Timer is a fellow who remembers when a man did his own withholding and his take-home pay.





**Season's
Greetings**

From

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Rockford ...

South Bend

Gary ...

EXCELLENCE IN ELECTRICAL PRODUCTS
Englewood
ELECTRICAL SUPPLY CO.

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Wayne Bock, University of Illinois; Don Owens, Mississippi Southern. All-Star Game, August 9, 1957. Score: N. Y. Giants, 22—College All-Stars, 14.

The Tribune can do almost anything in Chicago

A rainy August night is better for ducks than for pigskins.

But the Tribune can and *did* kick off 1957 football in a thunderstorm on August 9. It can and *did* assemble grid greats from 34 college campuses . . . pit them against the pro champion New York Giants . . . and pack 75,000 wet and excited fans into Soldier Field to watch the 24th Annual All-Star Game.

And the Tribune can and *did* sell \$1,000,000 worth of houses from a single page advertisement. \$40,000 worth of furniture from another one. And enough sausage to warrant construction of a second smokehouse and doubled production by a Midwest manufacturer.

How come?

Because the Tribune jolts people into action in Chicago. Some may fuss about the Tribune or blast it—others may swear by it or sometimes at it. But nobody ignores it. In Chicago and suburbs, the Tribune reaches more families than the top 7 national weekly magazines combined. More than 6 times as many read it as tune in the average evening TV show.

That's probably one reason why advertisers last year invested a whopping \$70,000,000 in the Tribune. To make the most of your opportunity in the Chicago market, tell your story in the **CHICAGO TRIBUNE**